S6130-1-4

STATE OF NORTH DAKOTA

DIRECTOR OF INSTITUTIONS

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

DIRECTOR of INSTITUTIONS

State Capitol Bismarck, North Dakota 58505-0144

November 30, 1987

THE HONORABLE GEORGE A. SINNER
Governor of North Dakota
Executive Office
State Capitol - 1st Floor
Bismarck, ND 58505

Dear Governor Sinner:

In accordance with Chapter 54-21-09 of the North Dakota Century Code, I have the honor to submit to you the Biennial Report of the Director of Institutions for the period beginning July 1, 1985 and ending June 30, 1987.

Sincerely,

RICHARD L. RAYL
Director of Institutions

/bas

Director - Tenth Floor - Capitol - (701)224-2471

Grafton State School - (701)352-2140
School for the Blind - (701)777-4144
School for the Deaf - (701)662-5031
State Library - (701)224-2492

State Penitentiary - (701)221-6100
State Industrial School - (701)667-1400
State Radio Communications - (701)224-2127
State Capitol and Grounds - (701)224-2471

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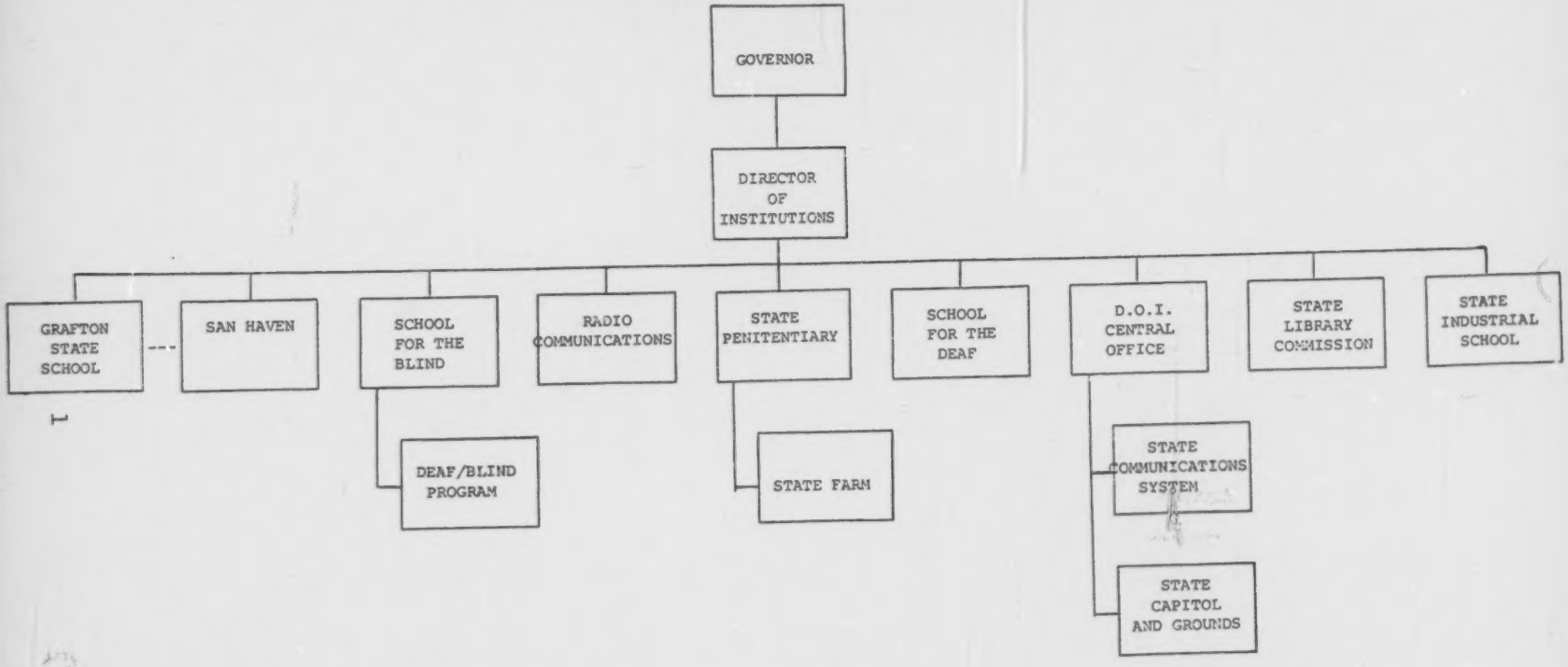
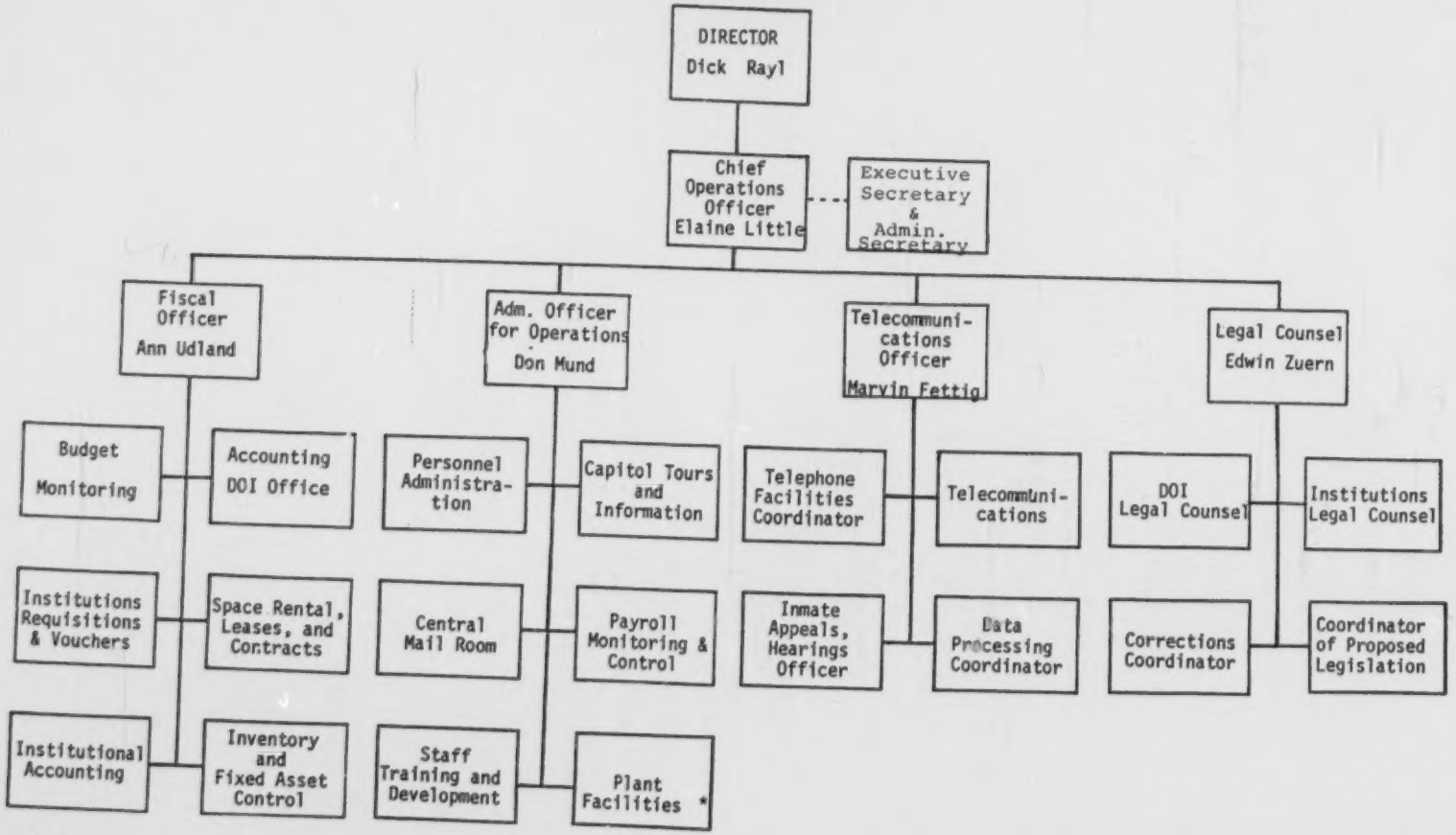
Director of Institutions' Agencies and Institutions



--- = Branch of Grafton State School

D.O.I.

Organizational Chart
1985-87 Biennium
Director of Institutions



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DIRECTOR OF INSTITUTIONS

BIENNIAL REPORT
JULY 1, 1985 - JUNE 30, 1987

FUNCTION

Statutory Responsibilities

Pursuant to Chapter 54-23 of the North Dakota Century Code, the Director of Institutions (DOI) is directed to manage and control the State Library, State Industrial School, State Penitentiary/Rough Rider Industries, State Radio, School for the Deaf, School for the Blind, and the Grafton State School/San Haven. Under this chapter the office is also responsible for the upkeep of the Capitol, the grounds, and the Governor's Residence. It is also the responsibility of the Director of Institutions to operate a central mailing bureau, to provide office space, and to meet many of the service needs of all state agencies and departments.

The Capitol complex consists of approximately 132 acres of professionally maintained lawns, shelterbelts, and native prairie. The buildings located on the grounds include the main Capitol, Judicial Wing/Office Building (which is connected to the Capitol), Heritage Center, Liberty Memorial Building, Old State Office Building, Highway Building, and the Governor's Residence.

The Director of Institutions, located on the 10th floor of the State Capitol, had an authorized employee count of 80 for the 1985-87 biennium. It has an office staff consisting of the director, chief operations officer, administrative officer for operations, fiscal officer, legal counsel, plant services director, and several clerical personnel. In addition, the Director of Institutions employs approximately 70 staff to maintain the Capitol complex and to operate the central mailing bureau.

During the 1985-87 biennium, the functions of the statewide communications network and the operation of the Capitol switchboard where administratively transferred to the Office of Management and Budget under Central Data Processing. These functions were then legislatively transferred by the 1987 Legislative Assembly.

The Director of Institutions' office serves as the management agency for each of the institutions and agencies under its control. The office provides guidance as needed; however, the director or superintendent has the primary responsibility to operate the agency or institution. During the 1985-87 biennium the following appointments were effective:

Location	Appointee	Date Effective
School for the Blind	Charles R. Borchert	July 1985
School for the Deaf	Dr. Gary Holman	July 1985
	Alan J. Mealka	August 1986
Grafton State School (and San Haven Branch)	Dr. Henry C. Meece, Jr.	July 1985
State Industrial School	Walter H. Odegaard	July 1985
State Library	Cindy Larson (Acting Dir.)	July 1985
	Margaret Stefanek	August 1985
	Cindy Larson (Acting Dir.)	February 1987
State Penitentiary	Winston E. Satran	July 1985
	Terry Haines	August 1986
State Radio	Lyle V. Gallagher	July 1985

Major Goals and Objectives

The ultimate goal (mission) of the Director of Institutions is to provide the best service possible within the resources available to the residents, students, inmates, and constituents of the institutions and agencies under DOI. Other major goals of the Director of Institutions during the 1985-87 included:

1. To assure within available appropriations the payment of equitable salaries to all employees within the institutions. Our goal is to maintain internal salary equity based on performance, tenure, and job skills and abilities.

2. To work closely with the Department of Human Services and other state agencies to assure success of the deinstitutionalization of residents from the Grafton State School and San Haven within the time lines as set forth in the court order ARC vs. Sinner, et. al.

3. To coordinate and assure that long-range planning is done for all agencies and institutions under DOI.

4. To assure through the budget and legislative process that adequate resources are provided by the state to all the institutions and agencies to make them functional and effective operations.

5. To assure that the goals established for each department and institution under the director's control are achieved.

6. To continue to maintain and to upgrade the Capitol grounds and buildings in order to provide North Dakotans with a beautiful Capitol complex.

Major goals for the 1987-89 biennium include:

1. To assure systemwide implementation of the DOI value system. Implementation of the system includes internalization of the value system by all employees.

2. To administratively implement a Department of Corrections. Our goal is to have the Department of Corrections concept adopted legislatively by the 1989 Legislative Assembly.

3. To phase down and close San Haven without major difficulties. Hopefully, San Haven can be sold to an interested party who can provide at least 100 jobs for the area.

4. To provide for a smooth transition of the Grafton State School to the Department of Human Services during the biennium.

5. To conduct management reviews of each agency and institution in order to establish criteria upon which the agency's performance can be evaluated.

6. To develop a health/wellness program in which all DOI staff can participate.

7. To make the legislative studies of the School for the Deaf and School for the Blind (conducted by the Interim Legislative Council Committee on Institutional Services) positive for the schools. These studies are being conducted pursuant to House Concurrent Resolutions Nos. 3073 and 3074.

8. To develop and implement criteria for space utilization in the Capitol.

9. To continue with the refurbishing of the State Capitol. This will include the replacement of the old heating plant, renovation of the steps leading to Memorial Hall, and completion of the fire alarm/intercom system for the Capitol building.

EVALUATION

Accomplishments

The Director of Institutions believes a great deal of progress was made by each of its agencies and institutions during the 1985-87 biennium. Two years ago the Grafton State School was still struggling to maintain Title XIX services. Today the School provides some of the best services in the state and in the country in the area of mental retardation. The School for the Deaf has successfully formed a coalition with other major programs in the state which serve hearing impaired children. The School's transportation program in which children go home each weekend has been a tremendous success. The State Penitentiary continues to be one of the few facilities in the country with successful treatment programs. State Radio, through new computer equipment, provides greater services with the same number of staff. The State Industrial School successfully worked with a young man who was unsuccessfully treated at other state and out-of-state facilities. The State Library has reorganized and,

under new direction, is providing excellent services to its clientele. The School for the Blind has effectively expanded its outreach program and has implemented a parent/infant program.

Each of the agencies and institutions has included a more comprehensive report of its goals, activities, and accomplishments for the 1985-87 biennium in a separate section within this Biennial Report. Therefore, the major emphasis in this report is on the internal operations of the Director of Institutions' office and not on the operations of the institutions and agencies.

Report of the Director

DOI Value System

During this past biennium the DOI office recognized a need by its agencies and their employees "to belong" or to feel a part of an organization. In order to achieve a cohesiveness among employees, and to let them know more about our agency and theirs, we adopted a "value system." We hope this system will help all employees and clients better understand what the Director of Institutions' office stands for and why it exists.

The following is our value system. It has been distributed to all employees within the DOI agencies and institutions.

> "The Director of Institutions office stands for caring, dignity, and respect of the individual, quality service, open communications, and teamwork.
>
> 1. The residents, students, inmates, or clients who are entrusted in our care or citizens to whom we provide service are the reason our jobs exist. Our commitment is to always strive to meet their needs to the best of our abilities with available resources.
>
> 2. Our standard for operation is to provide the highest quality services and products within available resources. The DOI office is committed to doing "what is right" and in the best interest of the people we serve. We will not allow outside influences to determine policy, services, or method of operation.
>
> 3. All employees are important. We consider employees our organization's greatest asset and without them, our agencies could not fulfill their missions. We wish to help them reach their fullest potential and in the process, they will help the institution or agency reach its goals.

4. As employees under the umbrella of the Director of Institutions office, we will treat clients and fellow employees honestly, fairly, with respect, and with dignity.

5. The management of the DOI office and each of its agencies and institutions believe in open communications. We invite all employees to share their ideas and/or concerns with us at all times in order that the goals and policies developed for the office are reflective of the goals and needs of a majority of DOI employees.

6. We believe strongly in the need to work together as a team. An organization's successes are unlimited when all employees work together towards a common goal. We expect total loyalty and commitment from employees to agreed upon agency goals and objectives."

Management Training

All of the agencies and institutions under the Director of Institutions' office are very different. However, as the managing agency we believe that similar needs exist for all the agencies. One such need is management training. All the agencies are directed by individuals very specialized and skilled in their disciplines. However, many of the directors have not been managers. The DOI office provides for both management assistance and the management training.

On a quarterly basis, the Director of Institutions' office hosts a management meeting. These meetings provide training on personnel matters, supervisory training, management techniques, and a host of other matters relating to the effective management of an agency. During the 1985-87 biennium we provided training entitled "management development," "time management," "effective leadership and motivation," "hiring and firing," "leadership and developing people," and "planning." The Director of Institutions' office also provides its agencies extensive training and assistance in budget preparation.

Special Studies

During the 1983-85 biennium the Director of Institutions' office commissioned a study by the Ehrenkrantz Group, a corrections consultant group, to conduct a preliminary analysis on juvenile justice services in North Dakota. The study determined that there exists a very fragmented system of services for juveniles and that services vary greatly in each region of the state. As a follow-up to the initial study, during the 1985-87 biennium, the Director of Institutions' office asked the Ehrenkrantz Group to assist the state in developing a master plan for coordinated and comprehensive juvenile justice services.

In developing this master plan, the Ehrenkrantz Group worked closely with a Task Force composed of representatives from all areas involved in providing juvenile justice services. The Task Force included members from the Department of Human Services, State Industrial School, the courts, Association of Counties, county social service boards, State Youth Authority, State Hospital, and the Director of Institution's office. Following a year long study, the following are the final master plan recommendations for the North Dakota Juvenile Correctional System:

1. A Division of Juvenile Services be established within a newly created Department of Corrections and Rehabilitation to provide overall responsibility for the juvenile correctional system.

2. Legal custody of adjudicated offenders (when so ordered by the court) be placed with the Division of Juvenile Services.

3. Placement of an adjudicated offender and a range of residential and nonresidential alternatives be based on a set of standard placement criteria.

4. Status offenders not be placed in secure facilities.

5. Recruitment of foster care facilities and administrative activities associated with foster care placement responsibilities remain with the County Social Services.

6. Community supervision of adjudicated offenders become a responsibility of the Division of Juvenile Services.

7. Case management of adjudicated offenders become a responsibility of the Division of Juvenile Services.

8. Nonresidential treatment of adjudicated juvenile offenders remain a responsibility of the Department of Human Services through the area Human Service Centers.

9. Evaluations be conducted in the community on all but the most extreme cases.

10. The Division of Juvenile Services be provided a budget for developing and/or purchasing community based services for juvenile offenders.

11. The detention alternatives proposed by regional planning committees throughout the state under Office of Juvenile Justice and Delinquency Prevention (OJJDP) funding be implemented as proposed in the Juvenile Justice Delinquency Prevention (JJDP) action plan.

12. The recommendations as outlined above be implemented utilizing a phased approach that corresponds with the State's biennium sessions.

Based on the final recommendations, the Director of Institutions' office is in the process of implementing two pilot programs in two judicial districts during the 1987-89 biennium. The Director of Institutions has hired a Director of Juvenile Services effective July 15, 1987, and anticipates that the pilot programs will be operational by January 1, 1988.

The pilot programs will be utilized to identify the strengths and weaknesses of the Ehrenkrantz recommendations developed for the Juvenile Services Division. Based upon these findings, recommendations will be made to the 1989 Legislative Assembly for enactment of a Juvenile Services Division within a Department of Corrections and Rehabilitation. The Director of Institutions' office sees this project as a challenging one through which services for juveniles can be improved. We hope that all agencies now providing juvenile justice services will benefit under this plan. Through this new system, agency roles, responsibilities, and functions will be clearly defined. This system will also be able to provide a coordinated "continuum of care" within a unified correctional system.

During the 1985-87 biennium, the Director of Institutions' office also met with individuals involved in adult corrections. Through the assistance of the Ehrenkrantz Group and all individuals involved in adult corrections a report was written and submitted to the Governor outlining a proposal for a Department of Corrections and Rehabilitation for North Dakota. The report outlines a department including a division of adult services, division of juvenile services, and an administrative services division. Copies of this report and the final report of the Ehrenkrantz Group on the Juvenile Justice Study are available in the Director of Institutions' office.

Personnel Report

The Director of Institutions continued to have a very stable work force during the 1985-87 biennium. Through normal retirements and low turnover, we were able to hire some very skilled individuals in areas where we lacked technical expertise. We were able to hire an Instrument Technician, who has been able to assist us with calibrating thermostats and maintaining a more balanced environment in the general office areas. We were also able to hire a journeyman plumber who has helped with our restroom fixture replacement project. In the past, most of this work was done by outside contractors.

During the next two years we will continue our efforts to hire the most qualified and skilled people available. Our department goal is to become even more self-sufficient in the overall maintenance and upkeep of the various buildings and equipment we are charged with maintaining. The more advanced our maintenance department becomes, the less dollars we have to expend for outside contracts to provide service for our facilities and equipment.

Our ongoing program of staff education and training has been operating well. During the biennium, many of our staff members attended various technical training programs and also participated in training provided by the Central Personnel Division for management, as well as technical and support staff. These training programs serve a valuable role and help in upgrading and improving the skill levels of our staff.

We also rewrote and updated our department personnel policies manual. A meeting was held with all employees to orientate them with the changes that were made and the new policies that were added to the manual. The primary purpose of the manual is to provide our employees with an understanding of what the Director of Institutions offers them as State employees and also what we expect of them as State employees.

Report of the Legal Department

The major legal cases and areas in DOI which required legal services during the 1985-87 biennium were as follows:

Legal Cases:

Patten vs. North Dakota Parole Department. This was appealed, along with other inmate Patten cases, to the Eighth Circuit Court. The Federal District Court's dismissal or denial of relief were granted in each case. Patten challenged parole procedures, denial of good time, and demanded prison and parole department records.

Brown, et. al. vs. Olson, et. al. A federal claim charged denial by the State of religious rights of Native American inmates. After a trial, held by the Federal Judge for the first time at the North Dakota State Penitentiary, the case was dismissed.

Jensen vs. Haines. This case and eight other cases filed by inmate Jensen were dismissed or summary judgment was granted by the Federal District Court. All cases were appealed, however, only two cases are pending in the Eighth Circuit Court. Both pertain to the condition of confinement in the penitentiary's disciplinary segregation unit--one is a civil action and the other a habeas corpus action.

St. Claire vs. Sinner. A case by female inmates seeking equal rights. This case was settled and attorney's fees were paid by the State.

Dockter vs. Haines, et. al. Challenged the urinalysis testing program at the Penitentiary in Federal Court. Summary Judgment in favor of the State was granted.

Livingood vs. Haines, et. al. A case in which an inmate in a prison disciplinary procedure sought the return of good time lost. The State District Court granted the inmate's request.

Niska vs. Warden. Inmate Niska filed several petitions in State and Federal Courts, but none were ever granted.

McDonovan vs. Schneider, et. al. This case claimed the denial of a religious right. The case was dismissed as frivolous.

Kershaw, et. al. vs Satran. A case in Federal Court challenged the conditions and procedures of the prison's disciplinary unit. A motion to amend was granted but was not pursued. In time, the State should be granted summary judgment or the case otherwise dismissed.

McCormick vs. Haines. A black inmate claims a denial of work, religious freedom, proper disciplinary procedures and other matters. The State filed a summary judgment motion. The Court appointed counsel who has conceded all but the work issue. The State expects the Court to also grant a summary judgment motion on the work issue.

Gassler vs. Rayl. The inmate in this case claims that he was improperly returned to Minnesota from where he was transferred. The State also expects a dismissal in this case.

Legal Services Required

The majority of legal counsel's work involved preparing responses to lawsuits brought by inmates of the North Dakota State Penitentiary. Other areas requiring legal assistance during the 1985-87 biennium are discussed below:

1. Title transfer in some of the prison properties sold and the contracting for gravel mining on prison properties required the drafting and review of various legal documents.

2. Establishment of the License Plate Factory by Rough Rider Industries required the issuing of legal opinions on various matters in order to proceed with the operation. From time to time Rough Rider Industries also required legal assistance in collection matters.

3. The bidding of the Capitol Lunchroom resulted in the Director's office being challenged in court on the granting of the bid to the previous operator and not to the highest bidder. This case has not yet been resolved.

4. Various requests for the use of the capitol complex and of public facilities in the institutions generated from time to time certain legal questions.

5. Employee issues were, for the most part, well handled and required little legal involvement.

6. Various construction projects required legal involvement, especially those involving asbestos abatement.

7. The transfer, discipline, and care of both juvenile and adults in our facilities are matters which required a degree of legal monitoring.

Fiscal Report

The appropriation for the Director of Institutions for the biennium beginning July 1, 1985, and ending June 30, 1987, was $7,353,934 from the state general fund and $866,290 from the capitol building fund. A four-percent setaside requested by the Governor and an additional turnback during the 1987 Legislative Session reduced the general fund appropriation by $534,157. The final adjusted 1985-1987 Director of Institutions' general fund appropriation was $6,819,777.

The Director of Institutions has 70 capitol complex and 10 central office employees. Salaries and wages of $2,170,443 during the biennium also paid for temporary and overtime salaries to keep the buildings open on weekends and to cover those employees on annual or sick leave.

Maintenance and operation of the capitol complex buildings and grounds comprise approximately 90% of the Director of Institutions' operating budget. Utilities of $1,972,672 and service contracts for the elevators and thermostats of $215,956 are the largest major items of expenditure. Insuring the capitol complex buildings and contents is also the responsibility of the Director of Institutions' office. Premium payments to the Fire and Tornado Fund for last biennium were $61,795. The remaining 10% of the operating budget expenditures are directly related to administration of the various DOI institutions and are used for dues and professional development, professional fees, and travel.

The Director of Institutions' office operates a central mail facility for state agencies. Operating costs for postage are provided by a postage revolving fund which is reimbursed by participating agencies on a fee-for-postage basis. Postage expenditures during the biennium averaged $32,500 per month. The office also maintains a "postage due" account at the local post office. In addition to enabling state agencies to receive mail with insufficient postage, this account pays the additional costs to forward capitol complex mail. The postage due account is paid directly from the Director of Institutions' operating budget.

Major equipment purchases totalling $30,671 were primarily for replacement of worn-out or damaged existing equipment, including: floor care and grounds maintenance equipment, a surveillance camera, clothes dryer, air compressor, and time clock. The central office received two computers, printers, and a transcriber. A hot food table was purchased for the capitol cafeteria.

Expenditures of $593,186 were made from the capitol building fund for capitol complex building and land improvements. Projects included the construction of a standby cooling system for the

Judicial State Office Building; installation of a heating and cooling system in the Legislative Council Library; completion of the carpet replacement program; and routine maintenance of forested areas, roadways, and parking lots. A $273,104 capitol improvements appropriation balance will be carried forward into the new biennium to complete work started on the capitol building life safety alarm system.

Hospital and related outpatient medical fees for residents or inmates in DOI supervised institutions are paid through the DOI budget. The billings are processed through and based on service rates established by the Department of Human Services. Institution medical fees for the biennium totalled $232,294.

Since 1981, the Director of Institutions' office has paid the monitoring fees and expenses for the Federal Court Monitor in the case of the Association for Retarded Citizens (ARC) vs. George Sinner, et. al. Presently, the state is charged a fee of $400 per day for Court Monitor and staff services and expenses. The Court Monitor work is reflected in the reports submitted to the court summarizing information gained from visits to programs which assist class members, reports from various agencies serving class members, and meetings of various parties. During the 1983-85 biennium, Court Monitor expenditures totalled $200,853.

The Director of Institutions' office bills and collects payment for the lease on the capitol lunchroom, janitorial services for the Highway Department Building, and rental of space within the capitol complex to agencies funded by sources other than state general funds. These collections are deposited directly into the state general fund and do not become part of the Director of Institutions' operating budget. Collections during the biennium totalled $1,439,289.

In 1985, the Legislature approved the issuance of bonds to defray the costs of capital construction projects at the Penitentiary and Grafton State School. Building specifications, construction contracts, and progress payments were approved and monitored by the Director of Institutions' office. Repayment of these construction funds will be made by the individual institutions beginning in January of 1988.

The Director of Institutions' office assists its agencies and institutions in the preparation of biennial budget requests. Advice and technical assistance are given during preparation of the initial budget document, presentation of the budget to OMB analysts for incorporation into the Governor's recommended budget, presentation of the recommended budget to legislative appropriations committees, and monitoring the appropriated budgets throughout the biennium. For the most part, the 1985-87 biennial budgets for Director of Institutions' agencies and institutions were adequate. However, problems existed with the budgets for Grafton State School and San Haven. Both these institutions received deficiency appropriations from the 1987

Legislative Assembly. The budget difficulties at the Grafton State School and San Haven primarily concerned delays encountered in the deinstitutionalization of residents. This slower than anticipated movement of residents affected two budget areas: salaries and capital improvements. The larger resident populations required funding higher than estimated staffing levels, as well as the addition of specialized treatment staff required by Title XIX. Capital construction costs were greater than originally estimated. In addition, delays in the transfer of residents delayed the scheduled demolition of existing buildings, as well as the improvement of those facilities to meet life safety standards required by Title XIX.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAM

Carpentry and Painting	$ 71,749
Engineering	259,632
Capitol Grounds Maintenance	274,620
Capitol Building Maintenance	980,804
Highway Building Maintenance	266,347
State Office Building Maintenance	106,869
Governor's Residence Maintenance & Operation	208,740
Liberty Memorial Building Maintenance	75,874
Crime Building Maintenance	25,820
Heritage Center Maintenance	308,548
Judicial State Office Building Maintenance	405,418
Mailroom	83,612
Utilities	1,971,502
Administration	1,091,497
Institutional Medical Fees	232,294
Capitol Improvements	593,185
Court Monitor Fees	200,853
1985-1987 Program Costs	$7,157,364

COST SUMMARY BY OBJECT

Salaries and Wages			
Salaries and Wages	$2,502,813		
Fringe Benefits	667,630		
Total Salaries & Wages		$3,170,443	
Operating Expenses			
Data Processing	3,975	Other Miscellaneous Fees	40,760
Travel	47,242	Office Supplies	6,225
Motor Pool	4,903	Printing	19,100
Water/Garbage	131,570	Food Supplies	6,610
Natural Gas	172,617	Uniforms--Dry Goods--	
Electricity	1,668,485	Dishes	8,219
Rent of Equipment	24,236	Janitorial Supplies	30,031
Rent of Building Space	18,452	Seed--Feed--Forage--	
Postage	36,925	Fertilizer	4,721
Telephone	2,774	Trees--Shrubs--Flowers	5,038
Repair of Equipment	10,518	Hardware & Bldg. Supplies	63,139
Elev. Maint. Contracts	157,174	Expendable Tools	1,045
Service Contracts--Other	58,782	Paint	3,467
Repair Bldgs. & Grounds	92,629	Plumbing Supplies	11,457
Professional Fees	154,787	Electrical Supplies	16,197
Insurance	61,795	Equipment Repair Parts	30,345
Newspaper Advertising	2,181	Supplies Not Classified	5,188
Dues--Memberships--Confs.	15,550	Fuel and Oil--vehicle	9,156
Laundry--Dry Cleaning	421	Repair Parts--vehicle	1,739
Extermination Fees	2,374		
Total Operating Expenses		2,929,827	
Equipment			
Shop Equipment	4,860		
Machinery	6,926		
Furniture	4,204		
Office Machines	9,004		
Other Equipment	5,767		
Total Equipment		30,761	
Capital Improvements			
Land Improvements	3,769		
Building Improvements	589,417		
Total Capital Improvements		593,186	
Institution Medical Fees			
Medical Payments--			
Including Hospital	232,294		
Total Institution Medical Fees		232,294	
Court Monitor			
Professional Fees	200,853		
Total Court Monitor		200,853	
TOTAL EXPENDITURES 1985-1987 BIENNIUM			**$7,157,364**

Resources Available

The office of the Director of Institutions conducts tours of the Capitol Building on the hour from 8:00 to 11:00 a.m. and 1:00 to 4:00 p.m. daily. Large group or special tours are available upon request.

Copies of the Director of Institutions' Policies and Procedures Manual, Biennial Report, and Value System are available upon request.

STATE OF NORTH DAKOTA

SCHOOL FOR THE DEAF

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

THE NORTH DAKOTA SCHOOL FOR THE DEAF

FORTY-EIGHTH

BIENNIAL REPORT

July 1, 1985 through June 30, 1987

Alan J. Mealka
Superintendent

North Dakota School for the Deaf

ELAINE LITTLE
CHIEF OPERATIONS OFFICER
DIRECTOR OF INSTITUTIONS, BISMARCK

ALAN J. MEALKA
SUPERINTENDENT, DEVILS LAKE

October 19, 1987

Richard Rayl
Director of Institutions
State Capitol
Bismarck, ND 58505

Dear Mr. Rayl,

In compliance with North Dakota Century Code 54-21-09 and in accordance with the regulations of the Director of Institutions, the Forty-Eighth Biennial Report of the North Dakota School for the Deaf is submitted.

Sincerely,

Alan J. Mealka,
Superintendent

NORTH DAKOTA SCHOOL FOR THE DEAF
BIENNIAL REPORT
JULY 1, 1985 TO JUNE 30, 1987

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Alan J. Mealka,
Superintendent

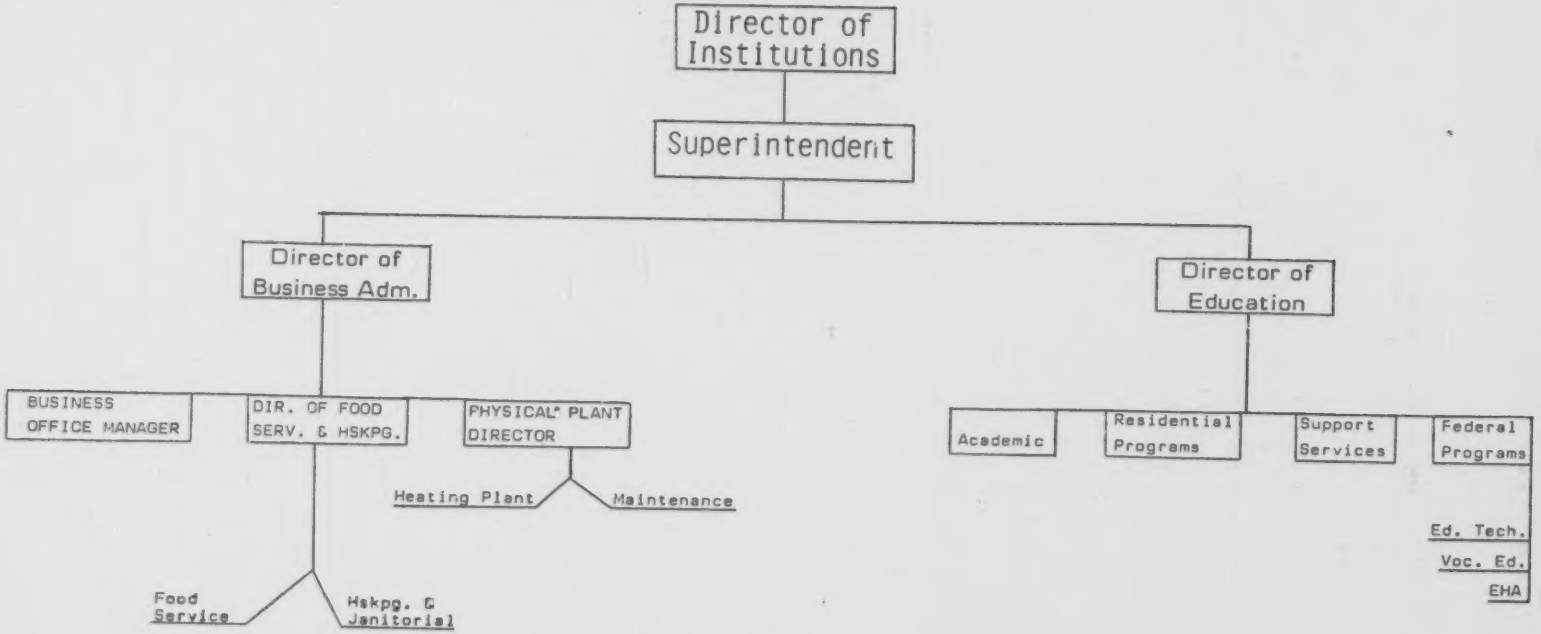
INTRODUCTION

The North Dakota School for the Deaf is a fully accredited educational institution serving the educational needs of hearing impaired students aged 0 to 21 in North Dakota. During the 1985-87 biennium, the school continued to fill this role extremely well.

In addition, the school expanded upon this traditional role and moved toward becoming a resource center on deafness, serving all hearing impaired citizens in the state. Through its outreach program, the school expanded its consultation services, assessment and evaluation services, and off-campus educational services. In addition, the school moved closer toward the expansion of its services in the areas of adult education, services for the multiply handicapped, and networking with other agencies. Through cooperative and collaborative ventures, the future for the provision of services to the hearing impaired in North Dakota is bright.

The staff and faculty of the North Dakota School for the Deaf are to be commended for their commitment and dedication to the education of hearing impaired students. They are the cornerstone of the school.

NORTH DAKOTA SCHOOL FOR THE DEAF



FUNCTION

STATUTORY AND/OR CONSTITUTIONAL RESPONSIBILITIES

Article IX, Section 12 of the North Dakota Constitution established a state school for the deaf in the City of Devils Lake, North Dakota. The North Dakota School for the Deaf began its first term on September 10, 1890, and has continued to provide high quality educational services to hearing impaired individuals to this date.

In 1893 the school moved to its present 51-acre site at the corner of 14th Street and College Drive in Devils Lake. The school's buildings, grounds, and equipment represent an investment of over five million dollars.

The school is an educational institution for the education of children whose hearing is impaired to a degree that they are unable to progress satisfactorily in the public schools. To be eligible for enrollment, children must be between the ages of 0 and 21 and must be residents of North Dakota.

The North Dakota School for the Deaf follows all rules and regulations established by the Department of Public Instruction. The school follows the standard school year with students going home every weekend, during established school vacations, and during the summer months.

ADMINISTRATION

After four years of distinguished service to the North Dakota School for the Deaf, Dr. Gary L. Holman resigned as superintendent on June 30, 1986, to accept the position of superintendent of the Washington State School for the Deaf in Vancouver. During the administration of Dr. Holman, the school achieved accreditation through the Conference of Educational Administrators Serving the Deaf and the North Central Association. Among many other achievements, the school made great strides in expanding the Parent/Infant Program and the outreach services to other agencies, implemented the weekend homegoing program, and increased faculty salaries to a level comparable to that in the public schools.

On August 3, 1986, Alan J. Mealka was appointed superintendent of the school. Prior to his appointment, Mr. Mealka served as Assistant Superintendent/Student Services for the Indiana School for the Deaf. In addition, during his 15 years at the Indiana School, he served as a teacher, Dean of Boys, and Dean of Students.

Mr. Mealka earned his Bachelor's Degree in English from Indiana State University and his Master's Degree in English and Education of the Deaf from Ball State University.

GOALS AND OBJECTIVES

The major goal and objective of the North Dakota School for the Deaf was to provide individual educational programs for the hearing impaired students of North Dakota designed to prepare them to be productive members of society.

The primary emphasis of each child's program was the development of functional language which included both expressive and receptive skills—speech, speech reading, manual communication, reading, writing, and auditory processing. As language proficiency permitted, each child's program stressed development of positive social and emotional attitudes, achievement in academic subjects, vocational exploration, and the development of independent living skills.

Through the cooperative efforts of the academic and residential living programs, progress toward the attainment of each child's potential was made in. . .

. . .the development of communication skills for interacting with both hearing and deaf members of our society.
. . .the development of skills in identifying problems, thinking effectively about them and acting constructively toward their solutions.
. . .the development of positive student attitudes about self and their deafness, in addition to their roles in their families and in society.
. . .the productive use of leisure time such as the acquisition of a broad range of interests, appreciation of recreational reading, hobbies, games, physical skills, fine arts, and extra-curricular activities.
. . .learning self-control in concert with society's standards and developing the lasting values of honesty, truthfulness, and respect for authority.
. . .the exploration of vocational and post secondary educational alternatives.

As an educational institution, the North Dakota School for the Deaf. . .

. . .provided hearing impaired children of North Dakota with comprehensive services designed to promote educational, personal/social, and vocational development.
. . .developed individual abilities toward achieving self-sufficiency in the society each deaf child selects as his/her home.
. . .assisted parents of deaf children in the role of supporting academic personnel in the educational process.
. . .employed and provided ongoing in-service training for a staff skilled in meeting the educational needs of deaf children.
. . .developed and conducted an outreach program which assisted agencies and professionals throughout North Dakota with materials, consultation, and knowledge about deafness.
. . .provided for the safety of North Dakota deaf children within the scope of local, state, and federal laws and regulations.

STUDENT POPULATION

During its 97 year history, the North Dakota School for the Deaf has served over 1,200 students. Enrollment for the 1985-86 school year was 56 students and for 1986-87 54 students. NDSD also served an additional 16 children each year in the Parent/Infant Program.

The population of the school is expected to increase to 57 students for the 1988-89 school year and 60 for the 1989-90 school year. Students served in the Parent/Infant Program should remain at 16.

EDUCATIONAL PROGRAMMING

Through programming provided by the North Dakota School for the Deaf, hearing impaired students in North Dakota had the opportunity to grow intellectually, socially, and emotionally in a 24-hour-per-day educational and language rich environment so they could integrate into society as productive members.

The North Dakota School for the Deaf used specialized methods of instruction for hearing impaired youth. The school provided a comprehensive academic program covering a broad spectrum of disciplines including traditional academic offerings, vocational education, special studies, physical education, and art. Further educational opportunities were presented through the residential, athletic, and recreational programs. A major emphasis of the program was on the development of functional expressive and receptive language skills.

Public Law 94-142 mandates that handicapped children will have ". . .access to a free, appropriate education and related services in the least restrictive environment provided at public expense with no cost to the parents. To the maximum extent possible, children with handicaps are to be educated with non-handicapped children." Much discussion has occurred from the advent of P.L. 94-142 in 1975 until today with the Commission on the Education of the Deaf concerning the phrase "least restrictive environment" and the educating of handicapped children with their non-handicapped peers. It is important for deaf children to be educated to the maximum extent possible and appropriate with their non-handicapped peers.

In order to educate hearing impaired students in the least restrictive environment, while at the same time providing a total environment rich in language acquisition opportunities, the school participated in programs to mainstream students with their hearing peers in a supportive manner in the Devils Lake Public Schools. Hearing children from the Devils Lake Public Schools also attended selected classes at the North Dakota School for the Deaf in reverse mainstream programs. In addition, children at the North Dakota School for the Deaf participated regularly in community activities and in co-op athletics with the public schools.

NDSD students participated in a fashion show presented by the Lake Region Community College Fashion Merchandising Class

Programs, where hearing impaired students with appropriate support received educational services in the Devils Lake Public Schools and where Devils Lake Public School students received educational services on the campus of the North Dakota Dakota School for the Deaf, were critical in the educational process for both the hearing impaired and the hearing students. The important factor was that 1] appropriate support was offered to the hearing impaired students and 2] the hearing impaired students had the necessary total communication environment of the residential school. The staff of the North Dakota School for the Deaf continued to expand the mainstream programs into the lower grades.

In addition, the school initiated an agreement with the Minnie H Elementary School in Devils Lake to provide elementary students from NDSD with one-half day programming in the public elementary school with supplementary support from NDSD.

Mainstream program at Minnie H Elementary School

A recent survey of graduates of the school from 1976 to 1986 indicated that over 82% of the graduates of the North Dakota School for the Deaf were either employed or enrolled in post-secondary programming. This statistic, when compared with the 66% unemployment rate among the handicapped, indicated that the school provided a high quality education enabling its graduates to secure work and additional education. The school enjoyed an enviable national reputation for its record of the percentage of students qualifying for admission to Gallaudet University in Washington, DC, the only university in the world for the deaf.

Athletics continued to be an important vehicle to the appropriate integration of hearing impaired students with their hearing peers. Both male and female students were involved in grade school, middle school, and high school varsity athletics with the Devils Lake Public Schools. Additionally, the school formed a formal cooperative agreement with the Crary Public School in basketball. Many opportunities were provided for socialization and the development of friendships, as well as excellent basketball skills.

NDSD and Crary Public School students involved in the co-op basketball program

Grade school students participated in flag football program at the public schools

The after-school program was a critical component of the educational program at the North Dakota School for the Deaf. Through structured activities, students were provided the opportunity to apply skills learned in the classroom. In addition, opportunities to continue acquisition of language for hearing impaired students abounded.

The residential program continued to be staffed with professionals possessing college degrees in psychology, education, sociology, and other social sciences. Programs to enhance socialization, social-emotional development, and personal living skills were provided. Specific programs provided during the biennium included Boy Scouts, off-campus field trips, sex education, study skills, decision making, deaf awareness, and other related topics.

The North Dakota School for the Deaf sought to increase opportunities for learning through summer programming. During the biennium, the school implemented a summer camp experience for hearing impaired students from throughout the State of North Dakota. It is anticipated that such summer programming will be expanded into areas including remedial math and language, computer literacy, special needs, and speech.

Breakfast time during summer camp

PARENT EDUCATION

Parents of children often are the most overlooked, while being the most important component in the education of the hearing impaired child. The North Dakota School for the Deaf actively promoted and solicited the support, input, and involvement of parents in the educational process of their children.

During the biennium, on-campus and off-campus workshops were provided for parents in areas of sex education, communication, socialization, sign language, quality educational programming, and family dynamics.

Parent groups were visited in Fargo, Bismarck, Grand Forks, Devils Lake, and Minot. Those open discussions provided parents with a forum to discuss the educational programming for their children.

Parents were actively involved in the development of their child's Individualized Education Program. Over 90% of the parents of students enrolled at NDSD attended annual conferences to develop the IEP.

Regular newsletters kept parents informed of the educational programs at the school. In addition, teachers and dormitory counselors sent weekly log books to parents to increase communication between home and school.

The weekly transportation program, originally funded on a temporary basis by the 1985 North Dakota Legislative Assembly, was placed on a permanent basis in 1987. This excellent program permitted all students to be home with their families every weekend.

Mother and daughter during a home visit

NDSD supported a Parent/Infant Program for hearing impaired children aged birth to three years. The program, conducted in the home, utilized the Ski-Hi Curriculum to instruct families of hearing impaired infants on the development of communication, language, and auditory perception skills. The curriculum presented information for parents on topics ranging from the care of hearing aids, to reading audiograms, to identification of the various educational options available, to the causes of hearing loss. During the 1985-87 biennium, 19 families were served.

The school also had a cooperative agreement with the North Dakota Department of Human Services, Developmental Disabilities Services, to consult with families and service providers for multiply handicapped infants. Through that program, all hearing impaired infants were served appropriately.

STAFF DEVELOPMENT

In order to provide the best possible services for the students enrolled at the North Dakota School for the Deaf, it is important that the staff is highly trained and maintains current knowledge. Therefore, the school supported a continuous, well-planned system of staff development. The school had an active in-service committee which was committed to in-service training for all members of the staff.

Major in-service activities provided by the school for the biennium included:

Stress management
Language development
Reinforcement theory
Lesson plan development
Learning disabilities
IEP development
Management training
Emotional disturbance
Personal computers in business
Managing Personal Computing
Devils Lake Teacher Center
Reality therapy
Introduction to the severely multi-handicapped
Boiler & heating plant operation
Sanitation, safety, & food service
School Food Service
Current nutrition issues
Nutrition for preschool children
Sex education in the classroom and dorm
Signing Exact English
Discipline
Health awareness
Defensive driving
Hazardous materials handling
Speech development
Recreation
Professional Development
Business trends
Teacher Appraisal
Wellness and lifestyle changes
Child abuse and neglect
Custodial training clinic
Language workshop
Promoting school lunch
Creative menu planning
Developing human resources

OUTREACH SERVICES

As a state agency, the North Dakota School for the Deaf has an obligation to serve all citizens of the state. Therefore, it behooves the school to continue to move from its traditional role of providing educational services to hearing impaired youth aged 0 to 21 to that of a resource center on deafness serving all citizens. In order to effect such a change, the school continued to expand its services, both on campus and off.

The school sponsored a comprehensive outreach program. Highly trained staff with expertise in audiology, sociology, psychology, and education of the deaf provided assessments and evaluations to hearing impaired children in other agencies. In addition, consultation services were provided to other agencies serving the hearing impaired. Staff members visited other programs on a regular basis to work with regular education teachers and special education teachers in developing, implementing, and monitoring programming for hearing impaired youngsters in the local districts.

The school was instrumental in establishing the Coalition of Service Providers to the Hearing Impaired in North Dakota during the 1985-87 biennium. The purpose of this coalition is to address issues, assess resources, and facilitate placement decisions, delivery of services, transition, resource sharing, staff development, parent education, and other issues related to the education of the hearing impaired. Working together with other agencies providing services to the hearing impaired, the school sought to improve the quality of education for all hearing impaired children in the state.

The school was very involved in activities with the community of Devils Lake. Children participated in local art contests. The NDSD community was involved in "Western Days", "Clean Up, Fix Up, Paint Up Week", "Senior Citizens' Week", and many other community activities. Through the volunteer program at NDSD, members of the community worked with NDSD students on campus in volunteer efforts.

In addition, the NDSD swimming pool was made available for established community activities. The senior citizens swam in the pool on a weekly basis. The pool also was used by the Lake Region Special Education Services, Harmony House (a local group home for emotionally disturbed public school students), the Lake Region Search and Rescue, the Department of Parks and Recreation, the Boy Scouts of America, and other community groups. Sign language classes for members of the community were held on campus regularly and coordinated through Lake Region Community College.

Many statewide projects were done on a cooperative basis with other agencies. The school had agreements with the Department of Human Services, Developmental Disabilities; Crary Public Schools; Devils Lake Public Schools; Vocational Rehabilitation; Souris Valley Special Services; Bismarck Special Services; and Lake Region Vo-Tech Center.

EVALUATION

The North Dakota School for the Deaf is fully accredited by the Conference of Educational Administrators Serving the Deaf, the North Central Accreditation Association, and the State of North Dakota, testifying to the excellent educational services provided to the hearing impaired youth of North Dakota.

Staff members from the Department of Public Instruction, Special Education, and Vocational Education continued to review NDSD programs, staff qualifications, and procedures on a regular schedule. In all cases, the assessment resulted in unqualified approval.

BUSINESS ADMINISTRATION

The goal of business administration was to plan and develop, administer, and account for, within state statutes and regulations, the efficient management of the school's funds, auxiliary services staff, and physical plant.

FUNDING

The school's General Fund appropriation for the 1985-87 biennium was reduced 9.6 percent in response to guidelines from the executive branch of state government which anticipated shortfalls in revenue projections for the biennium based on a distressed agricultural economy and declining oil prices and production.

The school was able to meet its operating costs within the reduced 1985-87 appropriation by achieving substantial savings in the cost of the student weekend transportation program augmented by other cost cutting measures.

Savings were realized in Salaries & Wages with the retirement of several long-time faculty and other staff members and turnover in other positions.

Savings were realized also in Operating Expenses with the continuation of aggressive energy conservation practices accompanied by declining fuel prices (heating and vehicle).

Much of the credit for the success of the school's overall conservation program goes to the staff and students who were most cooperative with the administration in conserving as much as possible during the biennium.

NEW EQUIPMENT

Special items purchased during the biennium included auditory training equipment, video equipment, student desks and chairs, computers and related equipment, a stereo sound system for speech training, telephone devices for the deaf (TDD), classroom and office typewriters, two station wagons (weekend student transportation), a commercial food slicer, floor maintenance machines, and a garden tractor with mower.

AUXILIARY SERVICES

(Food Service, Housekeeping & Janitorial, Engineering & Maintenance)

Main objectives which auxiliary services attained at a reasonable cost were. . .

. . .providing safe, wholesome, nutritious meals for students in a home-like atmosphere
. . .keeping all facilities clean, sanitary, and attractive
. . .keeping the students' personal clothing and the school's linens sanitary, clean, and in good repair
. . .providing heat and hot water to physical plant
. . .maintaining buildings and grounds in a safe, functional, and attractive state

SPECIAL ACTIVITIES

In accordance with Chapter 65-14 of the North Dakota Century Code (Employee Right-To-Know Act), an Employee Information Program on Hazardous Substances was implemented throughout the school.

The school's Conservation and Renewable Energy Plan (C&RE) was updated in accordance with the Hoover Power Plant Act of 1984 (P.L. 98-381) and was accepted by the Western Area Power Administration, U.S. Department of Energy.

Job descriptions were written cooperatively by management and staff for all positions in Auxiliary Services.

IMPROVEMENTS TO BUILDINGS AND GROUNDS

. . .seal coat was applied to campus roads
. . .maintenance and repairs were completed on the smokestack
. . .new vacuum pump system and a fresh air damper were installed in the heating plant, roof was replaced on the coal shed
. . .ventilation system was installed in the gymnasium
. . .new roof was installed on the trades building
. . .three classrooms in the school building were remodeled
. . .ceramic tile was installed on the deck of the swimming pool, on the floors of the locker rooms, and on the shower walls
. . .heating system in school building was updated with new radiators
. . .automatic day/night temperature controls were installed in the school building, gymnasium, and administration building/dormitory
. . .time controls were installed on outdoor electrical outlets
. . .deteriorating hot water lines were replaced in the basement of the administration building/dormitory
. . .shingles on superintendent's residence were replaced, suspended ceiling was installed in the basement
. . .roof on infirmary entry was rebuilt
. . .roof was replaced on north side of the barn
. . .campus was landscaped

IDENTIFICATION OF TRENDS

The North Dakota School for the Deaf, while recognizing its primary responsibility to the children served on campus and in the Parent/Infant Program, is moving from its traditional role as an educational service provider to students aged 0 to 21, to that of a resource center on deafness serving the needs of the hearing impaired statewide. Thus, Outreach Services are expanding to meet the increasing needs of other agencies.

In order to more fully meet this commitment, the school reclassified a position during the biennium to create the position of Outreach Coordinator. By utilizing existing services, and re-allocating resources, the school is expanding its service responsibilities. Several areas have been targeted for future programming.

Education for hearing impaired adults in North Dakota is practically non-existent. The North Dakota School for the Deaf is looking at the provision of programming for this segment of the population. Areas to be addressed may include adult retraining, pre-college remediation, and Adult Basic Education.

In the same manner, the issue of the multiply handicapped hearing impaired population must be addressed. Too often programs for these citizens focus on their other handicaps while ignoring the deafness. The North Dakota School for the Deaf may provide on-campus programs and off-campus assistance to other programs serving this population.

The Parent/Infant Program will be expanded through contracted services with individuals in cities where the children reside. In this manner, through coordination and supervision from NDSD, regular access to the parent/infant teacher will occur with professional support from NDSD.

The supportive work program for hearing impaired students needs to be expanded. One goal of any school should be to graduate individuals who have skills for employment. One of the better places to foster good work habits and attitudes is in the workplace. Therefore, the school will expand its programs in this area. Supportive/cooperative work agreements with local employers will assure that all students have access to this program. Not only will the students gain from regular contact with the workplace, but many barriers between the public and the deaf will be removed.

The school will expand its summer programming so better utilization of the facilities will occur and more educational opportunities may be presented to students. Summer programs presented will include. . .

. . .gifted and talented
. . .remediation in language arts, math, speech, etc.
. . .cross-cultural leadership training
. . .summer camp for hearing impaired children
. . .computer camp
. . .summer workshops for professionals
. . .extra help for multiply handicapped children

Expanded parent services will be provided. As parents are probably the most important component in the education of their children, extra effort will be made to provide assistance to parents in helping to educate their hearing impaired offspring. Workshops, both on-campus and off-campus, will be held for parents on a variety of topics. Parents will spend more time in the dormitory and in the classroom, will become part of advisory groups to the school, and will become professional members of the child's "educational team".

The school also will expand its role in community education. Not only will members of the community become more involved in the activities of the school, but the school will take a more assertive stance in reaching out to the community in its education efforts. Not only will the school provide educational services by providing classes in sign language, deaf culture, and so forth, but the school will also become an active part of the community, thus more fully integrating deafness into the "hearing" culture.

Finally, and perhaps most importantly, the school must expand its networking role with other agencies in the state. The Coalition of Service Providers to the Hearing Impaired must be expanded so that all hearing impaired citizens are served in the best possible manner. Through resource sharing, consultation, and assessment and evaluation, the North Dakota School for the Deaf will improve the service delivery to many hearing impaired youngsters.

In summation, the North Dakota School for the Deaf is addressing the issue of mainstreaming directly by expanding its services while at the same time providing a 24-hour communication environment and appropriate support services by qualified staff. In addition to providing programming to integrate hearing impaired youth with their non-handicapped peers, expansion should continue in programming for parents and infants, adults, the multiply handicapped, and the community at large. Finally, expanded services must be provided to other agencies and to local education agencies through networking so that all youth in the state will be better served. NDSD envisions a time when the North Dakota School for the Deaf, with its wealth of knowledge, resources, and qualified staff, will provide services statewide to the hearing impaired so that all hearing impaired citizens will be better served.

STAFF AND STUDENT RECOGNITION

STAFF

Henry Brenner, Athletic Director, received the 1986-87 District 8 Athletic Director Award.

Bonnie Fix, Parent/Infant Program Specialist, Bismarck, was chosen to receive the January 1986 Gold Award for dedication in helping the deaf and hearing impaired.

Charles Hawkins, Director of Food Service and Housekeeping, received the Army Commendation Medal for meritorious service while serving as dining room supervisor with the North Dakota Military Academy.

STUDENTS

Paul Ash received the Defensive Lineman Award. He was a member of the Devils Lake Public School seventh grade team in cooperative sports.

Doug Anvik received a Copper Award and Paul Ash and Holly Cofer received Silver Awards from the 15th Annual Children's Art Exhibition, 1985, Tokyo, Japan.

Brian Billman was second in the long jump and sixth in the 200-meter run at the 1987 Class B State Track Meet.

Amanda Carbaugh was the first NDSD student to advance to the State Science Fair.

Mary Condon became the first NDSD student to be named to the National Association of the Deaf All-American Girls' Basketball Team.

Jesse Johnson and Shelby Slater received the Byron Dorgan Art Award.

Karla Unruh, first NDSD student to participate in the Miss North Dakota Teen Lovely Lady Pageant, won first runner-up honors. She also received first place in the "Talent" and "Spirit" contests.

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAMS

Major Projects		$ 88,555	
Auxiliary Services		805,994	
Administration		645,481	
Resident Living		438,547	
Education		1,596,057	
	1985-87 Costs By Programs		$3,574,634

COST SUMMARY BY OBJECT

Salaries & Wages

Salaries & Wages	$ 2,179,310	
Fringe Benefits	550,425	
Total Salaries & Wages		$ 2,729,735

Operating Expenses

Data Processing	$ 247	Moving Expenses	$ 5,387
Travel - Student Weekend Transportation	181,984	Radio, TV, Newspaper	1,493
Travel - Other	16,306	Dues & Memberships	2,991
Motor Pool Car Mileage - Student Weekend Transportation	6,586	Extermination Services	1,021
		Prof. Development	680
		Other Misc. Fees	6,445
		Office Supplies	3,113
Motor Pool Car Mileage - Other	12,776	Books	2,427
Conference Expenses	1,150	Periodicals & Subscriptions	2,682
Water, Sewage, Garbage	6,551	Educational Supplies	34,541
Natural Gas	81,101	Food Supplies	54,395
Electricity	33,124	Drygoods	1,460
Office Equip. Rental	5,789	Medicine & Drugs	431
Postage	4,794	Dishes	1,111
Telephone	12,920	Laundry Supplies	1,865
Repair Equip. - Auto	6	Janitorial Supplies	4,814
Repair Equip. - Other	7,524	Hardware & Bldg. Supplies	7,700
Service Contracts	23,766	Paint	693
Repair Bldgs. & Grounds	78,944	Plumbing Supplies	1,294
Medical Services	5,114	Electrical Supplies	1,648
Audit	1,012	Equip. Repair Parts	3,816
Mgt. & Cons. Services	3,874	Heating Fuel	23,939
Prof. Fees Not Classified	366	Coal	14,224
Property Insurance	8,909	Misc. Supplies	14,051
Liability Insurance	7,630	Fuel & Oil - Vehicles	7,022
Total Operating Expenses		$ 699,716	

Equipment

School Equipment	$ 15,631	
Equip. under $300	4,682	
Office Machines	5,696	
Furn. & Furnishings	205	
Motor Vehicles	23,998	
Mach. & Other Equipment	6,416	
Total Equipment		$ 56,628

Major Projects		
Road Mtce. & Improvements	$ 7,920	
Vacuum Pump System - Htg.Plant	21,216	
Chimney Repair	29,497	
Gym Ventilation	29,922	
Total Major Projects		$ 88,555
1985-87 Costs By Objects		$ 3,574,634

SUMMARY OF FUNDING

General Fund (transfer to Operating Fund)		$ 3,084,408
Interest & Income (Land Commission transfer)		$ 385,000
Other Funds (Grants)		
Dept. of Public Instruction		
Education of Handicapped		
Children P.L. 89-313	$ 65,950	
National School Lunch Program	18,657	
ND State Library		
Library Services & Constr. Act	10,100	
State Board for Voc. Ed.		
Vocational Education Act	28,129	
Total Other Funds (Grants)		$ 122,836
Institutional Collections		2,390
1985-87 Total Funding		$ 3,574,634

RESOURCES AVAILABLE

THE BANNER, published three times per year, is a respected publication on deafness. It is distributed to almost 800 individuals and agencies in North Dakota, the United States, and abroad. Each issue covers national concerns, school program descriptions, student projects, and staff opinions.

A monthly newsletter designed to promote parent education goals gives parents current information on school schedules, calendar events, announcements pertaining to school, and information concerning their children.

Over 11,000 library books of all classifications and 400 professional books and journals, filmstrips, video cassettes, and tapes dealing with various aspects of deafness are available to parents and professionals.

Books and tapes are available for use in learning sign language. Staff members are available to teach sign language courses on campus, at the University of North Dakota-Lake Region (Lake Region Community College), and in various areas throughout the state.

Assessments and evaluations of hearing impaired children from throughout the State of North Dakota are available. In addition, the school's professional staff is available for program consultation on request.

STATE OF NORTH DAKOTA

SCHOOL FOR THE BLIND

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

ND SB NORTH DAKOTA SCHOOL FOR THE BLIND

500 Stanford Road • Grand Forks, ND 58201-2799 • Phone (701) 777-4144

October 15, 1987

RICHARD L. RAYL
Director of Institutions

CHARLES R. BORCHERT
Superintendent

EMOLYN S. SKINNER
Director of Administration

ROBERT A. SYVERSON
Director of Resident Living

DIANA VEBARES-BOYLE
Educational Program Coordinator

Richard L. Rayl
Director of Institutions
State Capitol Building
Bismarck, ND 58505

Dear Mr. Rayl:

I am pleased to share with you the Biennial Report of the North Dakota School for the Blind.

The report describes the school's current status, our accomplishments for the biennium and our thoughts about the future. I am in hopes that this report will provide you with some insight into the caring and professionalism which characterize our services. More importantly, this report will show a change in the delivery of services to the blind and visually impaired children in North Dakota.

I thank you and your staff in the Director of Institutions Office for their continued loyal support and assistance over the years. They have been extremely helpful and supportive of our school for which we are thankful.

I believe the future of our school holds both promise and challenge. The future role of the North Dakota School for the Blind is clear if we look at the entire state as our school yard and open our eyes to see the many needs and services that students need to survive in the mainstream that they are presently not receiving. The North Dakota School for the Blind intends to take a leading role to provide special education resources in a responsible and efficient manner to develop cooperation among local and state agencies, and to increase the quality of professional services. To this end, we at the North Dakota School for the Blind dedicate the years ahead.

Respectfully submitted,

Charles R. Borchert

Charles R. Borchert
Superintendent

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STATEMENT OF PHILOSOPHY

The North Dakota School for the Blind is a residential school for visually impaired and multihandicapped-visually impaired school age children. The school also provides pre-vocational and other needed services to young adult deaf-blind individuals. Any child whose visual limitation is such that he or she can benefit from the educational experience at the school may do so at no cost. The school is under the direct supervision of the Director of Institutions and is financed by state appropriation, Title I, P.L. 89-313; and other federal funds. Tuition, board, room, laundry, ordinary medical care and special education materials, aids, and devices are provided to parents without cost.

The North Dakota School for the Blind is also the Instructional Resource Center for all visually impaired students in public school programs. As part of an outreach program, large print and Braille textbooks, recorders, tapes, and other electronic reading devices are made available to visually impaired students in public schools throughout the State of North Dakota. Other services provided by the outreach program include educational evaluations, low vision services, an early childhood and preschool program.

The primary purpose of the school is to give the North Dakota blind and multihandicapped-visually impaired the broadest and fullest opportunity of acquiring educational skills and effective means of communication for developing character and personality traits essential for good citizenship. Certified teachers are employed in all areas of training.

The program at the North Dakota School for the Blind includes a Kindergarten through 12 year regular school program, a pre school program, a program for multihandicapped and deaf-blind, and related services which include: daily living skills, orientation and mobility, speech therapy, occupational therapy, and physical therapy. A program is also provided for young adult deaf-blind individuals as well as an outreach program for visually impaired public school children that includes an instructional resource program, child evaluations, low vision services, an early childhood/pre school program, specialized equipment and consultant services.

The North Dakota School for the Blind works closely with other supporting groups including the University of North Dakota, Human Services, Job Service, Grand Forks Public Schools, the Medical Center Rehabilitation Hospital, the Foster Grandparent program, Library for the Blind and Physically Handicapped, and the Special Education Department of the North Dakota Department of Public Instruction.

The North Dakota School for the Blind shall make every effort to protect and provide all rights provided by law to visually impaired students, parents, and the general public as specifically outlined by federal and state mandates.

INTRODUCTION

The end of the 1985-87 biennium marked the 79th year for the North Dakota School for the Blind. The past 79 years have marked many changes and progress for our school. At one time, the North Dakota School for the Blind was the only facility in the state providing educational services for the blind and partially sighted; but today we are joined with numerous school districts, the State Department of Public Instruction and other community agencies to work cooperatively in providing educational services to North Dakota's visually handicapped children.

The transition from being the only agency to provide services to the visually impaired to one that also serves public schools has brought about the Instructional Resource Center, which provides Braille and large print textbooks to visually impaired in the public schools. The Outreach Program provides vision screening, assessments and evaluations, as well as consultant services to teachers, administrators and parents of blind and visually impaired school children across the state.

This transition has changed the mission of the school to some degree in that we now serve approximately 78 children in public schools, as well as 31 children who attend the school in Grand Forks. In short, the State of North Dakota is now our school yard with the facility of the North Dakota School for the Blind being the center that provides the expertise which gives every blind and visually impaired child an education so that he or she can survive in today's fast moving society.

BIENNIAL REPORT

FUNCTION AND STRUCTURE

CONSTITUTIONAL RESPONSIBLITIES

Chapter 25-06-01

There shall be maintained at Grand Forks, in Grand Forks County, an institution for the education of the blind which shall be known as the North Dakota School For the Blind.

Chapter 25-06-02

The School for the Blind shall receive and educate blind or partially blind children who are residents of the State, and who, because of their handicap, are not able to receive their education in the public schools of this state.

Chapter 25-06-03

The superintendent of the School for the Blind shall possess such qualifications, educational and otherwise, as in the opinion of the Director of Institutions, will fit him to instruct and minister the needs of blind persons.

Chapter 25-06-04

Qualifications for admission to the School for the Blind -- Residents of state entitled to free education.

Applicants for admission to the School for the Blind must be blind or partially blind and unable to make suitable progress in the public schools of the State. The superintendent, with the approval of the director, may determine the age required for admission. The superintendent shall furnish application blanks upon request, and no persons shall be admitted to the institution until the application giving such information as the director may require has been returned to and approved by the superintendent of the School for the Blind. An applicant admitted to the School for the Blind shall be entitled to transportation provided by the School as provided in the student's individualized education program at a rate not to exceed that paid state officials. Each such applicant who is a resident of this State and who, because of his handicap, is unable to receive an education in the public schools, shall be entitled to receive an education in the School for the Blind at the expense of the state.

Chapter 25-06-05

Admission of nonresidents — Blind children of suitable age who are not residents of this state shall be entitled to an education in the School for the Blind upon payment in advance of the cost of such education as shall be determined by the Director of Institutions from time to time. Nonresident children, however, shall not be received to the exclusion of children who are residents of this state.

Chapter 25-06-06

Transportation of indigent persons — repealed - 1979.

Chapter 25-06-07

Instruction at School for the Blind — The superintendent of the School for the Blind shall provide employment for the pupils at the School for the Blind. Such pupils shall receive instruction in general subjects as well as in vocational training. The proceeds and products arising from the labor and employment of the pupils of the School for the Blind shall insure to the use and benefit of the School for the Blind.

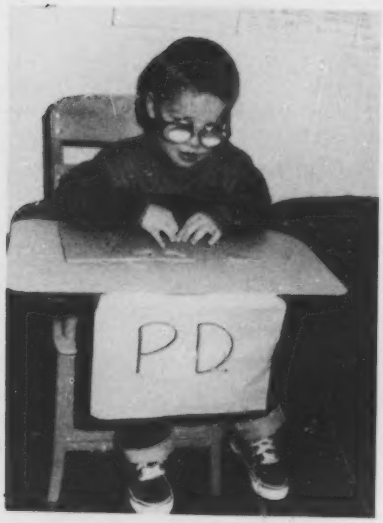
Chapter 25-06-08

Account for clothing — How collected — The furnishings of clothing and incidentals to residents of this state who have been admitted to the School for the Blind shall be governed by the applicable provision of sections 25-07-08 and 25-07-09, and reimbursement to the institution for clothing and incidentals furnished by it shall be made in the same manner as provided in such sections.

Chapter 25-06-09

Blind persons - Duty to report - It shall be the duty of every public school superintendent, physician, ophthalmologist, oculist, optometrist, nurse, clinic, hospital, and social and welfare agency in this state to report in writing to the superintendent of the North Dakota School for the Blind the name, age, and residence of persons under the age of twenty-one years who are blind within the definition of blindness set forth in this section, and in such cases to furnish such additional pertinent information as the superintendent of the North Dakota School for the Blind may request. All reports shall be forwarded to the superintendent of the School for the Blind within thirty days after diagnosis, examination, or discovery. (For the purpose of this chapter, a blind person shall be defined as one who is totally blind or whose central visual acuity does not exceed twenty/two hundred in the better eye with corrective lenses, or the widest diameter of the visual field is no greater than twenty degrees.

PROGRAMS AND ACTIVITIES



PRESCHOOL PROGRAM

This program takes the responsibility to provide a headstart in developing cognitive growth and good concepts so that a visually impaired child can reach his or her fullest potential. The preschool program prepares children to progress normally in a mainstreamed classroom or to continue their training at the North Dakota School for the Blind if so warranted. This program is one that shows the greatest growth and potential at the school.

THE K - 12 PROGRAM

Most visually impaired children of school age are now in public schools and being served by the North Dakota School for the Blind Outreach Program. (78 students) However, there are still those that for some reason or another are not being served in school districts throughout the state. The North Dakota School for the Blind provided academic courses for six students during the past biennium. The balance of our enrollment is considered as visually impaired-multihandicapped. These students were served with their academic course work through a cooperative program with the Grand Forks Public Schools. Students were served in the elementary, junior high and senior high school programs.

The primary function of the K - 12 program is to develop the **whole** student, which not only provides him or her with a sound basic education, but includes social development and provides assistance in their becoming productive members of our society.

MULTIHANDICAPPED/VISUALLY IMPAIRED PROGRAM

The primary function of this program is to prepare these students to live as independently as possible, whether it be in an apartment or a group home in a community based program.

During the 1985-87 biennium 36 students have been served in this program.

Most of these students are severely and profoundly handicapped with vision and/or hearing defects and their programs provide cognitive, motor, sensory and behavior training needs. A program with emphasis on feeding, dressing and other activities of daily living is provided using a professional staff, qualified to provide the services.

PRE-VOCATIONAL PROGRAM

The purpose of this program is to provide work experience and training to visually impaired-multihandicapped students that would lead to his or her activities as a wage earner, an employee in a sheltered workshop or in a day activity center.

Work activities include packaging golf tees for area golf courses, making fancy bows for gift wrapping and stamping napkins for special events. The staff actively seek jobs from local industries that can be done in the workshop. Students are paid for their productivity.

DEAF BLIND PROGRAM

Summer school for deaf/blind students began its 8-week session in early June, 1985. There were 12 deaf/blind young adults in the program. It is planned that a number of these students be placed in community based programs in the near future and we have worked with the developmental disabled coordinators around the state to accomplish these placements. Thus far, only one has been placed in Grand Forks in the Developmental Homes program. This particular student spends his day activities at the North Dakota School for the Blind and lives with others in the group home. We have one other student that is ready for placement; however, no vacancy exists in any of the group homes for her at this time.

NEW PROGRAMS

The **Instructional Resource Center** was barely started at the end of the 1983-85 biennium and continued to expand its services throughout the 1985-87 biennium. With the cooperation of the Department of Public Instruction, the North Dakota School for the Blind provided all of the instructional materials to visually impaired students in public school programs. Such materials included Braille and large print textbooks, cassette recorders, Braillers, closed circuit t.v. for enlarging print, tape recorded materials, materials and supplies such as brailler paper, arithmetic aids, raised line paper and talking calculators.

Qualified staff is available to consult with visually impaired students, parents and educators concerned with problems arising from the educational process. Education and psychological evaluations and low vision screening can be done by arranging with the staff. Assistance with the Individual Education Plan and educational placement is also available.

A most recent new program being considered is the **Parent-Infant Program** to provide support services to parents of blind and visually impaired children ages zero through 3 years of age.

This program is being funded through a grant from the Department of Human Services.

The goals of the program include early identification and intervention of visually impaired children and to assist families to provide stimulating environments for the child. The program offers emotional support to the family and helps to assure that the family accepts the child's visual loss and encourages a positive attitude toward developing the child's independence and potential.

Through this program the North Dakota School for the Blind will provide:

1. Functional Vision Assessment
2. Consultation and Technical Assistance
3. Parent Training and Support

4. Lending of equipment, materials and toys to supporting agencies and families
5. Resource Materials
6. Staff Training
7. Follow-up and Follow-through
8. Identification
9. Environmental considerations in the home
10. Sensory Skills Training
11. Pre-orientation and Mobility Training
12. Assistance to families in locating and transitioning their child into appropriate educational programs when the child reaches three years of age.

Target Population:

Infants and toddlers between the ages of 0-3 whose primary handicapping condition is blindness or visual impairment would qualify for the home based teaching program. A child whose primary handicapping condition is mentally handicapped would not qualify for the home based program. However, we are available, on request, to provide consultations and resource materials to families and agencies who are involved with visually impaired multihandicapped infants and toddlers.

ACCOMPLISHMENTS AND ACTIVITIES

During the past biennium there have been a number of staff changes and re-assignments of staff. When serving mostly academic children we used a certified school principal as the Director of Education. Through attrition we have replaced the Director of Education with expertise in the area of multihandicapped and deaf/blind. We have shifted academic teachers to other areas such as Outreach and the Parent-Infant Program. Teachers have been replaced with an occupational therapist, a speech pathologist and a half-time physical therapist.

OUTREACH

As a result of going through this transition stage we now serve 31 students in the school program. 128 visually impaired children in the public schools were served through the Outreach Program. The Outreach Program has served public school children in the following ways:

*	Materials (textbooks of large print or Braille) sent	711
*	Visits for Assessments / Evaluations or Consult Services	50
*	On site Evaluations	35
*	Telephone contacts regarding resource materials	311

As a result of our Outreach services, we find that we now have a closer working relationship with public school administrators, special education directors, public school teachers and parents of the visually impaired. We work closely with developmental disabled coordinators in developing long range plans for our students through the Individual Education Plans of each student.

SELF STUDY - ACCREDITATION

During this past year, the entire education staff worked on a self study for accreditation for the Accreditation Council for the Mentally Retarded and Developmentally Disabled. Our school is already accredited by the North Dakota Department of Public Instruction, the North Central Association of Elementary and Secondary Schools and the National Accreditation Council. The ACMRDD accreditation requirement came about as a result of our school being included in the ARC lawsuit with the Grafton State School. This decision was made by the Court Monitor as most of the students at the North Dakota School for the Blind are developmentally disabled.

The staff of the North Dakota School for the Blind spent many hours on the self study and because of the many policies, procedures and committees required, the decision was made to delay the process until such time as these procedures and committees could be in place and functioning. It is anticipated that this would be completed by December, 1988.

LEGISLATIVE INTERIM COMMITTEE

The 1986-87 Legislature and the Legislative Council established an interim committee to study the role of the School for the Blind (HCR 3074). The resolution calls for the Legislative Council to "examine the role of the school in the provision of educational and rehabilitative services to the blind and to determine alternative methods of educating and rehabilitating the blind in communities throughout the state."

At this point in time the Budget Committee on Institutional Services has met in preliminary meetings and no recommendations have been made at this early date.

FUTURE DIRECTIONS

Considering the fact that the role of the school has changed significantly over the years, it is still serving blind and visually impaired school age children as required by the Century Code.

PLACEMENT

Although the students enrolled in the school program are for the most part severely multihandicapped, they are **all** blind or partially sighted, needing the services that are provided at the school. The placement decision of every child is reviewed annually by a committee consisting of the parents, local public school personnel, the developmental disabilities coordinator, the district Special Education Director and staff of the North Dakota School for the Blind. The placement at the North Dakota School for the Blind is a decision of this group after alternative placements have been considered. In most instances, the final decision for placement at the North Dakota School for the Blind is made because no other facility considered can offer the services provided by the School.

The trend to provide continued services at the North Dakota School for the Blind to these students who cannot be placed in community programs will continue as population trends show that **more** "at risk" children are born with sensory impairment than ever before.

Services to visually impaired children within the normal range of intelligence will continue to be provided through the Instructional Resource Center and the Outreach Programs.

It is indicated that if present trends continue with visually impaired-multihandicapped students, additional instructional areas may have to be provided.

LONG RANGE PLANS

Plans for the future include the following:

* Meet ACMRDD standards
* Expand and develop the Instructional Resource Center and Outreach Programs

* Proceed on the Parent-Infant Program to provide services to families with blind children 0-3 years of age

* Continue to provide services to preschool blind children with the objective to place in community programs.

* Develop a "sheltered workshop" environment in the prevocational program

Provide summer programming to severely multihandicapped-visually impaired children where regression cannot be re-attained.

* Provide summer camp for public school visually impaired children who need additional help with orientation and mobility, social skills, daily living skills, computer operation, etc.

* Continue to provide services to local children, supporting them in the public school programs.

* Develop a preschool program integrating blind and visually impaired children with sighted children.

CONCLUSION

In conclusion, the North Dakota School for the Blind can become a viable, strong and valuable resource center for the education of the blind/visually impaired children in North Dakota. The strong, qualified staff is dedicated to provide the many services desperately needed throughout the state. The North Dakota School for the Blind has indicated that it is ready, willing and able to expand its services in order to provide the highest quality education for all blind/visually impaired youth throughout the state of North Dakota.

NORTH DAKOTA SCHOOL FOR THE BLIND

Cost Analysis Summary - July 1, 1985 to June 30, 1987

		Expenditures	
Program	400 - Buildings and Major Improvements	37,928	
	500 - Auxilliary Services	444,471	
	600 - Administration	340,037	
	700 - Resident Living	518,332	
	800 - Education	1,060,818	
	Total Expenditures		$2,401,586
Salaries and Wages		1,897,951	
	Sub Total		$1,897,951
Operating:			
	Travel	11,544	
	Data Processing	108	
	Student Transportation	80,456	
	Water, Sewage, Garbage	7,655	
	Natural Gas	3,065	
	Electricity	17,622	
	Steam Heat	55,503	
	Motor Pool	3,724	
	Postage	3,678	
	Telephone	9,326	
	Repair Equipment - Other	4,245	
	Service Contracts	11,475	
	Repair Building and Grounds	4,808	
	Medical - Hospital	4,153	
	Audit	2,443	
	Professional Fees not classified	56,661	
	Insurance	5,274	
	Dues - Membership	2,016	
	Laundry - Dry Cleaning	476	
	Extermination Services	699	
	Other Miscellaneous Fees	13,271	
	Office Supplies	2,811	
	Central Supply	1,745	
	Printing	2,879	
	Books	4,265	
	Periodicals - Subscriptions	1,119	
	Educational Supplies	19,131	
	Food Supplies	61,351	

	Dry Goods	3,377	
	Medicine - Drugs	809	
	Other Medical Supplies	2,916	
	Dishes	2,137	
	Laundry Supplies	2,390	
	Janitorial Supplies	2,331	
	Seeds, Shrubs	294	
	Hardware - Building Supplies	25,496	
	Equipment Repair Parts	2,379	
	Miscellaneous Supplies	868	
	Gasoline	2,842	
	Sub Total		$437,342
Equipment:			
	School Equipment	4,498	
	Equipment Under $300	7,208	
	Furniture and Furnishings	5,215	
	Machinery - Other Equipment	11,444	
	Sub Total		$28,365
Major Improvements:			
	Miscellaneous Building Improvements	6,061	
	Contractor Payments	31,867	
	Sub Total		$37,928
	Total Expenditures		**$2,401,586**
Revenue:			
	Federal Money		$ 63,389
	Institutional Collections		$ 323,136
	General Fund		$2,015,061

RESOURCES

Regular meetings are held for four major areas at the ND School for the Blind. These include:

Administrative Staff, weekly
Residence Hall Staff, biweekly
Educational Staff, weekly
Employee Advisory Committee, monthly

Minutes of all meetings are on file in the office of NDSB

Brochures are prepared from time to time for distribution to the public. These include a sample Braille card, a four-page folder explaining programs, and a new brochure is available describing the **Instructional Resource Center** and the **Outreach Program.**

A complete program description folder is now available for distribution to tour groups and others.

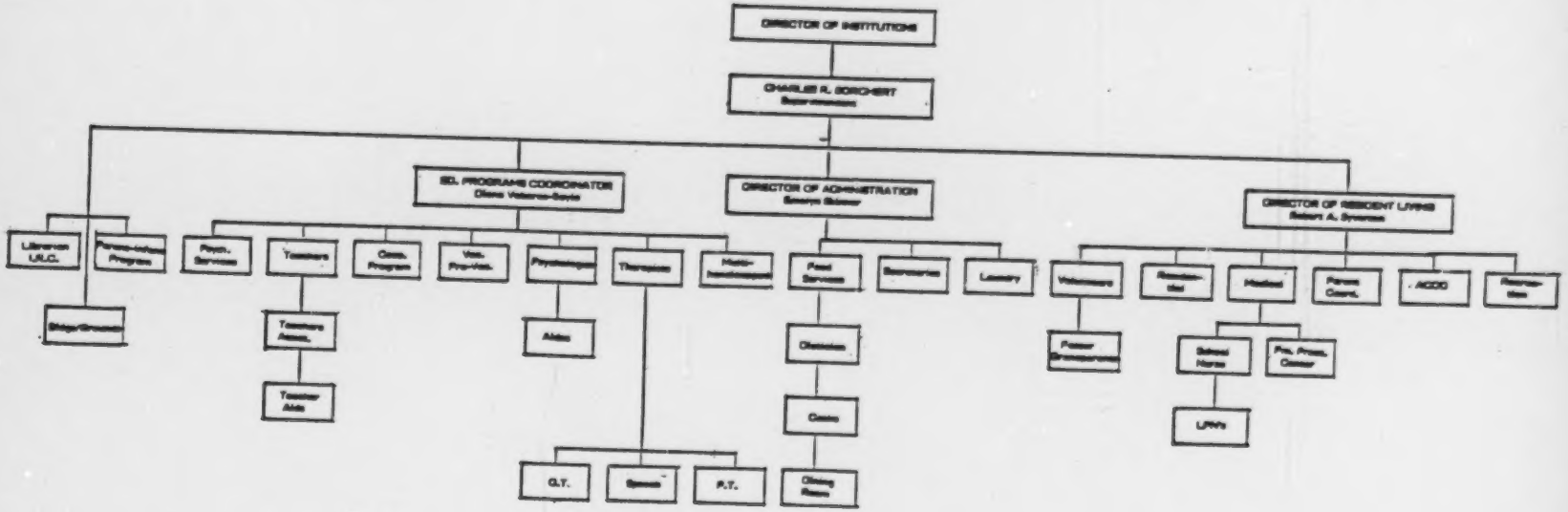
Field trips through the school are limited to health and career oriented groups. There are approximately one or two tours through the school each week.

The school also makes the gym and therapeutic swimming pool available to outside groups that include water exercise for arthritics, special olympics, senior citizens, and handicapped groups from the Grand Forks community and the University of North Dakota.

National Accreditation Council
for Agencies Serving the Blind & Visually Handicapped

North Central Association of Colleges & Schools NCA

ND SB NORTH DAKOTA SCHOOL FOR THE BLIND



STAFF

NORTH DAKOTA SCHOOL FOR THE BLIND

Administration

Charles R. Borchert	Superintendent
Diana Vebares-Boyle	Educational Programs Coordinator
Emolyn Skinner	Business Manager
Robert A. Syverson	Director of Resident Living

Education Staff

Kristy Aune	Pre-vocational Teacher
Betty Bender	Media Specialist/Librarian
Susan Blue	Preschool Teacher
Kari Chiesson	Parent-Infant Program
Barb Delohery	Preschool Teacher
Collette Howell	Multihandicapped Teacher
Donna Iszler	Music Teacher
* Deb Johnson	Multihandicapped Teacher
* Berneice Kirk	English Teacher
* Diane Mihulka	Pre-vocational Teacher
Olga Neal	Lower Elementary Teacher
* Anne Nielsen	Multihandicapped Teacher
Colleen Sanford	Daily Living Skills Teacher
James Smith	Physical Education Teacher
Janice Sowokinos	Math/Science Teacher
Kristi Strand	Adult Deaf/Blind Teacher

Support Staff

Muriel Benson	Dining Room
Rangina Bina	Laundry
Mary Boushee	Dining Room
* June Corbid	Housekeeping
Doreen Dusterhoft	Cook
Elvin Fossen	Maintenance
Ellsworth Grove	Maintenance
Jean Holter	Teacher Aide
Jan Jelliff	Office Secretary
Vivian Johnson	Cook
Cora Jorde	Housekeeping
Carol Mack	Teacher Technician
Mary Prigge	Teacher Technician
Anna Robertson	Cook
Linda Vandellen	Teacher Technician
Deb Weber	School Nurse/RN

Physical Therapy

* Amy Elbert

Occupational Therapy

Carol Olimb

Speech

Claudia Powell

Residence Staff

* Mary Bachand	Houseparent
* Lynn Bernier	Houseparent
Roger Burris	Houseparent
Terri Eide	Resident Care Tech
* Jill Greenwood	Houseparent
Sue Gudvangen	Houseparent
* Lina Hanson	Houseparent
* Sandi Jenson	Houseparent
* Mary Kalmanovitch	Houseparent
* Julie Koppenhaver	Houseparent
* Karen Kuznia	Houseparent
* Paula LeBlanc	Houseparent
Carol Merriman	Houseparent
* Dave Morstad	Houseparent
* Sandra Nelson	Houseparent
Laurel Pearson	Houseparent
* Christopher Plank	Houseparent
Karen Runge	Houseparent
* Corrine Schirado	Houseparent
* Teresa Schmidt	Houseparent
* Debbie Schroeder	LPN
* Mike Spletto	Houseparent
* Anne Stephenson	Houseparent
Mary Styger	Houseparent
Rhonda Thompson	Resident Care Tech
Noreen Waller	LPN
Lisa Whitemore	C.O.T.A.

Foster Grandparents

Barbara Fontaine
Francis Inglis
Luella Lund
Mary Rucker

* Part time employees

STATE OF NORTH DAKOTA

GRAFTON STATE SCHOOL
SAN HAVEN

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

Director of Institutions
Dick Rayl, Director

STATE OF NORTH DAKOTA

Grafton State School

GRAFTON, NORTH DAKOTA
58237

TELEPHONE 701-352-2140

HENRY C. MEECE, Ph.D.
Superintendent

PAUL P. WITUCKI
Assistant Superintendent

KENNETH D. YEARWOOD, M.D.
Director of Health Services

Director of Administration

GLENN L. WEIAND
Director of Personnel

November 2, 1987

MR. DICK RAYL
Director of Institutions
10th Floor - Capitol Building
Bismarck, North Dakota 58505

Dear Mr. Rayl:

In accordance with North Dakota Century Code and in compliance with your request, I respectfully submit the biennial report for the Grafton State School and San Haven. The information herein covers the period July 1, 1985 through June 30, 1987.

I am pleased to report that our services have continued to improve. We are moving closer to our goal of planning services around the needs of the individual. Our services continue to carry a strong emphasis in normalization and integrated living and working environments. I am thankful to you and the Legislature for the assistance and funding provided.

Sincerely,

H. C. Meece Jr

HENRY C. MEECE, JR., Ph.D.
Superintendent

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INTRODUCTION

Statutory responsibility of the institution is established in Section 25-05-01 of the North Dakota Century Code. This section states, "An institution for the mentally deficient shall be maintained at or near the city of Grafton in the County of Walsh. Such institution shall be known and designated as Grafton State School." Section 24-04-02 states the purpose of Grafton State School as, "The State School shall be maintained for the relief, instruction, care and custody of the mentally deficient in this state. For this purpose the director may introduce and establish such trades and manual industries as in his judgement will best prepare the residents for future self-support." Since its inception in 1904, Grafton State School has remained the major residential institution for North Dakota citizens with mental retardation. The population of the institution has fluctuated, rising to a population peak of 1,400 in 1965 and falling to its June 30, 1987 population of 334.

Grafton State School has been experiencing revolutionary change throughout the 1980's and many exciting and sometimes difficult changes have occurred in this, the 1985-87 biennium. The new mission of Grafton State School reflects a significant shift in our philosophy, the movement from a custodial, nurturing and protective ideology to one focusing on philosophies of normalization, integration, personal dignity and individual rights. The mission statement follows:

> Grafton State School is a residential and training facility for individuals who are mentally retarded and who cannot currently derive greater benefit from a community-based program. It therefore serves as an important component of the wide range of service options available to the citizens of North Dakota. Services provided directly within the facility, and indirectly through interaction with individuals and service agencies ensure an optimal level of individualized service. Grafton State School encourages a close relationship among the facility, parents, guardians and other concerned individuals.
>
> Grafton State School commits to providing a safe and nurturing environment in which individuals with mental retardation are recognized as citizens of North Dakota and the United States. The facility is dedicated to the planning and implementation of the highest quality services that assist individual human growth and self-actualization. Services include, but are not limited to:
> 1. individual-centered program development;
> 2. training in which the skills of autonomy and of community appropriate behavior are fostered and

maintained;
3. the removal of arbitrary barriers to individual choice making and individual risk-taking;
4. the provision of opportunities to acquire involvement in community settings; and
5. the provision of health care, leisure and fitness services.

In order to achieve this mission, Grafton State School administration embraces the philosophy of participatory management. In practice, this philosophy is that all employees participate and contribute to planning, problem solving, and decisions made within the organization.

The organization's activities in the biennium have been focused in specific areas of programmatic and administrative concern. The major areas of concentration during the biennium were:

Guardianship
Designing a service delivery system from the individual up (rather than systems down to clients).
Community Integration and Community Relations
Downsizing
Management Philosophy
Continuing certification and compliance with Court Order, Standards

Accomplishments for the biennium, continuing efforts, and future plans are included in the following descriptions of each of these areas of concentration.

Guardianship

Efforts continue in the divestiture of the statutory assumed guardianships held by the superintendent. An extension of the legislated deadline was granted for completion of this process and, with the exception of two clients of Grafton State School and some clients living in the community, this process has been completed. Catholic Family Services was established as the Corporate Guardian and office space was provided for their staff in the Professional Services Building on our campus.

Designing a Service Delivery System from the Individual Up

This topic created great challenges for our programmatic and administrative efforts during the biennium. The peak of our efforts in this area was the statewide planning conference, "Planning a System from the Individual Up," held in Bismarck in January of 1987. Dr. Colleen Weick and Dr. Edward Skarnulis of the Minnesota Department of Human Services, Division of Mental Retardation facilitated this effort. Service providers and consumers from across the state came together to examine the way in which we have approached the

delivery of service to developmentally disabled citizens. Prior to the statewide conference, our campus was implementing habilitative, diagnostic and clinical services which would support our prioritization of individual choice making. The staff development department began training sessions in gentle teaching and normalization and revised former training presentations to reflect our movement toward client centered interaction and planning. Habilitative services began to explore supported employment opportunities in the community and Grafton State School received a temporary license to provide Individualized Supported Living Arrangements for clients. Training emphasis moved from puzzles and pegs to meaningful vocational opportunities and leisure/recreation activities in the community. A Recreation Therapy/ Adaptive Physical Education discipline was created and integrated into the unit system. Social workers became more directly involved in socialization training with clients. The Sunset building (formerly home to nearly 170 clients) was remodeled to provide a well-equipped woodworking shop complete with adapted power tools and four floors of evaluation and vocational training space for all adult clients. Staff of the Habilitative Services department were assimilated into the residential living units to improve communication and continuity of programs between the clients' work, school and home environments. A new system of total program delivery was in the early stages of development at the end of this biennium and is continually being refined. A new idea in planning for the individual called 24 Hour Lifestyle Planning was begun. This process, introduced to us by the Association for Community Living in Winnipeg, Manitoba, has been utilized for all clients at the San Haven campus. We felt it necessary to begin a comprehensive effort to collect as much information about San Haven clients as possible before they left for their new environments. This planning process provided a unique opportunity to look at the client in a personal, non-clinical way which steers our thinking in terms of their abilities rather than their disabilities. Twenty-four Hour Planning has been completed for some Grafton clients and remains a significant planning tool for our use in the future.

Community Integration and Community Relations

This biennium saw the formation of a Community Relations Committee both on our campus and at the Grafton Chamber of Commerce. These two committees merged to discuss the delicate issue of increased community participation and integration of the clients into the mainstream of Grafton life. Recognized as a difficult task, the committees undertook planning which included staff training, community education activities, and increased client participation in the community. The committees agreed that the best way to break down the old attitudes which separate institution and community was to enhance involvement of clients in community

activities. A dialogue between community leaders and institution staff has developed and mutual concerns are discussed as they arise. Future planning includes increased sharing of institution and community facilities and resources, continuing public education efforts, and increasing involvement of clients in the everyday life of the city of Grafton and other local communities.

Downsizing

As noted in the population movement charts (see Appendix A), this topic has required continuous study. A committee charged with long range planning, the ONUS committee, was formed during the biennium and is looking ahead to the July 1, 1988 population target of 250 clients. Discussions regarding the number of units, staff levels, level of care and increased utilization of community-based services are being held in this committee. The downsizing which occurred during the biennium resulted in the vacating of North B, Refectory, North A and Pleasant View buildings. Preparation for Grafton State School's integration into the Department of Human Services was initiated during this biennium. Efforts which will result in the closure of the San Haven facility began in this biennium.

Management Philosophy

An employee involvement program was initiated during the biennium. This program uses Quality Circle techniques to foster the participation of all employees in problem solving processes. Six employee involvement groups were formed and trained during the biennium. Along with this program, the formation of a Communication Planning committee and the continuation of the Employee Advisory committee have assisted the administration in its goal to create a climate of participatory management throughout the campus. These efforts are ongoing.

Continuing Certification and Compliance with Court Order, Title XIX

Our facility maintained its certification with Title XIX and, during the biennium, began preparation for the Accreditation Council on Services for People with Developmental Disabilities survey, which is a requirement of the court order. The population target of 350 clients at Grafton State School by July 1, 1987, was met (see Appendix A). A recurring deficiency cited by Title XIX surveyors is the monitoring of programs by professional staff. A new program delivery system titled the Scenario System is being implemented in response to this concern. The scenario system creates a schedule of client activities that make use of the "normal rhythm of the day." Each client's activities and program objectives are "imbedded" in the schedule so that they occur naturally. The activities follow a normal sequence and each activity is cued by previous activities. The clients are scheduled and grouped with other clients who have various skills so that they can help each other. All

staff work with the clients to create an environment where they can be more independent and have greater control of their lives. In our efforts to continually provide appropriate, quality services to the people living at Grafton State School, we have established a comprehensive set of programs, services and philosophies. The following is a complete description of the services provided which support our continuing compliance with standards and the court order:

CAN CRUSHING IS PART OF THE ADULT VOCATIONAL TRAINING PROGRAM WHICH PROVIDES A SALARY FOR CLIENTS WHICH IS COMMENSURATE WITH OTHER WAGER EARNERS WHO COMPLETE A SIMILAR TASK.

CLIENT SERVICES

HEALTH SERVICES DIVISION

The Health Services Division strives to deliver professional quality services that are client centered and integrated with other professional disciplines and service delivery systems on campus.

Medical Services

Medical services physicians and physician assistants provide 24 hour-a-day medical coverage to the clients, augmented by laboratory, pharmacy, X-ray, EEG and EKG services. Specialized medical consultations are obtained both off campus and during on-campus clinics which are held in specialty areas of neurology, orthopedics, ENT, and psychiatry. This biennium a radio telemetry EEG machine was added to the in-house laboratory that provides greater diagnostic and monitoring capabilities for clients who have seizures.

Dental Services

Dental services are provided on campus by staff dentists, dental assistants and dental hygienist. Emphasis has been placed on the prevention of dental disease with automatic recall of clients to the dental office every four months or less. The dental staff have begun a more active role in the interdisciplinary process of service delivery with frequent visits to the client's living area for personal assistance and training.

Infirmary

A 19 bed Title XIX certified infirmary is housed in the Health Services Center and is monitored by 24 hour nursing and medical staff. Clients are located here for temporary medical reasons and their training programs are continued during their infirmary stay at a level consistent with their physical condition.

Nursing Services

Nursing services' major emphasis is on total client care including preventative health programs and participation in the interdisciplinary team process. In addition to acute nursing care, the nurses monitor medically related activities completed by the direct care staff in each unit, such as medication administration, proper hydration, range of motion activities, etc. A major accomplishment during the biennium was a restructuring of the medication administration system, with one nurse appointed to coordinate the medication administration training course, the monitoring of the work of the medication technicians, their continuing education and recertification each year, and serving as a liaison to the pharmacy and medical staff.

The Employee Health program was enhanced through increased employee health screening processes, blood drives, diabetes screenings and exercise/nutrition programs.

Physical /Occupational Therapy

Physical therapy and occupational therapy departments provide direct consultative programs to assist the clients in reaching their highest level of independent functioning. Physical therapy services include supplying and monitoring of braces and corrective shoes, coordinating monthly orthopedic consultant clinics, and coordinating the use of the hydrotherapeutic pool. The emphasis of occupational therapy related programs focus on the areas of daily life tasks, sensorimotor adaptation, perceptual/fine motor skills, reality orientation and vocational preparation in the use of adapted equipment. During this biennium, the physical therapy department sponsored a workshop with Dr. Thomas Bleck, an internationally known orthopedic surgeon, author and speaker. This two day workshop was attended by a number of therapists from North Dakota, as well as neighboring states and Canada.

Adaptive Equipment Center

The Adaptive Equipment Center custom designs and builds appliances and/or adapts commercially available equipment to meet the special needs of the clients. Input from both the physical therapy and occupational therapy departments into the design of these chairs assure that they serve as therapeutic devices, as the chair is molded to fit the client's body. During the biennium, adaptive equipment personnel have perfected their custom seating systems to provide more asthetic and therapeutic designs.

HABILITATIVE SERVICES

Habilitative services provides programming in the areas of sensory awareness, community based instruction, adaptive physical education, music, leisure and vocational training to all clients. The functions of habilitative services have undergone much change during the biennium. One major change was the movement of instructors involved with the education programs to the supervision of the residential units. The transition of the adult training programs into the remodeled Sunset occured during this biennium.

Areas of programming are determined for each client on an individual basis through the Individual Habilitation Plan process. Many styles of adaptive switches and devices are used to enable the clients to reach their fullest level of independence. Education for clients who are age 21 or under is provided in accordance with Public Law 94-142, the Education for all Handicapped Children Act. Education portions of each student's objectives are developed in

compliance with this law. Classrooms in Collette Auditorium house the school age education program.

Adult training programs are offered to all clients above the age of 21. Areas of training are again determined by the Individual Habilitation Plan process. Training areas include vocational, leisure/crafts, and domestic skills training. Many clients are involved in job stations where they receive training in the actual work environment and are paid a commensurate wage for their work. Clients are involved in job stations such as greenhouse work, janitorial, lawn care in the community, snow removal in the community, on-campus delivery, manufacturing and custom contracting for wood products. Most of the vocational training occurs in the remodeled Sunset. This facility, with its new interior, creates a training environment conducive to learning appropriate work skills.

Establishment of an on-campus staff library was initiated during the biennium by this service area and continues to be developed in line with standards set by the Accreditation Council on Services for Persons with Develcpmental Disabilities (ACDD).

RESIDENTIAL LIVING

During this biennium and as a part of the movement of developmentally disabled people into the community, the need for residential living units at Grafton State was reduced. Presently, four residential living units as compared to eight in 1985, provide for the residential needs of the people living at the institution.

Each unit is staffed by an interdisciplinary team whose foremost responsibility is to develop and ensure the implementation of the Individual Habilitation Plan (IHP) for each client. Data is kept on the goals and objectives of each plan and is monitored every thirty days in an effort to continually check client progress and goal appropriateness. Changes are made as deemed necessary. Total IHP revisions are completed annually for each client. Interdisciplinary teams are comprised of staff members from a variety of professional disciplines including direct care staff who are most knowledgeable of the client and have either direct or indirect programmatic responsibility for the client. The makeup of each team is determined by the individual needs of each client. Professional discipline areas usually represented on interdisciplinary teams include: speech pathology, social work, psychology, behavior modification, physical and occupational therapy, dietary, nursing, medical, pharmacy, habilitation/vocational training, recreation therapy, adaptive physical education and direct care. The following are descriptions of the four residential living units:

Cedar Grove - Capacity - 96 Title XIX Certified Beds

Cedar Grove provides residential and educational training services to adult males and females. Training programs provided to the clients residing in Cedar Grove include daily living skills (dressing, eating grooming), socialization and community participation, fine and gross motor activity, language and communication development, recreation and leisure skills, vocational skills; sensory stimulation, and choice making skills.

Maplewood - Capacity - 96 Title XIX Certified Beds

Adult males and females reside in Maplewood, where a wide variety of training programs are provided. Activities are provided in the following training areas: academic skills, vocational skills, community awareness, socialization, leisure/recreation, communication and language development, choice making, fine and gross motor skills, and daily living skills.

New Horizons - Capacity - 56 Title XIX Certified Beds
Health Services Center III - Capacity - 28 Title XIX Certified Beds

People residing in New Horizons receive training in daily living skills, vocational and leisure skills, self-preservation and community awareness, language and communciation development, fine and gross motor skills, and choice making skills. The primary purpose of this training is to allow clients the opportunity to achieve their maximum potential and to provide an environment which ensures quality of life during their stay at the institution. This unit also supervises the educational program for clients who reside in the Health Services Center. Medically oriented programs for these clients are supervised by the appropriate medical staff.

Prairieview - 58 Title XIX Certified Beds

Prairieview is home to geriatric men and women. The goal of the unit is to increase the quality of life for the aging and aged person with mental retardation through comprehensive and appropriate programs. A key challenge for this program is to find and make available as many options for leisure time activities as the client's interest dictates. Training programs are focused on leisure/recreation, self-help and communication skills.

Professional clinical services provided to the residential living units were administratively reassigned to receive supervision from the residential units during this biennium. Previously, members of these professional disciplines were supervised within a departmental structure. Now, although still supported through discipline meetings and a staff

member who serves as discipline lead, the professional staff members are assigned to specific units. Professional clinical services offered in each unit are:

Psychological Services

The department of psychological services provides professional evaluation and treatment, staff training, and applied program evaluation relevant to the needs of the clients. Psychology and behavior modification staff provide consultation to interdisciplinary team members within the four residential units, assist in the maintenance of quality standards for behavioral oriented programs, and design teaching strategies aimed at enhancing client potential through state-of-the-art learning and conditioning techniques.

Social Services

Unit social workers act as a liaison between the institution and families and/or guardians. The lead social worker assists in the coordination of regular admissions, respite care and evaluation service admissions. All unit social workers participate in client vacation planning, telephone calls and parent/guardian visits. A primary role of the unit social workers, which was developed in accordance with Title XIX and ACDD standards, is to provide direct contact socialization training for the clients.

Communication Disorders

Speech pathologists and audiologists form this professional discipline. Speech pathologists provide diagnostic evaluations and direct or indirect consultative services to clients. Direct speech and language services are provided to clients on a daily basis by each unit speech pathologist. Consultative services are provided to staff and to families. This process provides for increased continuity and integration between the family and the institution programs during vacations and visits. The hearing acuity of clients is evaluated by an audiologist. Referrals are made to outside specialists or hearing devices are prescribed when needed.

Recreation Therapy/Adaptive Physical Education

The recreation therapy discipline is new as of this biennium and combines the efforts of professionals in the areas of recreation therapy and adaptive physical education. It is a large part of Grafton State School's effort to increase community participation of clients and to develop clients' choice making skills. Through individual client interest inventories and the identification of special habilitation

INDIVIDUAL UP PLANNING FOCUSES ON SUPPORTING CLIENTS IN AREAS WHICH ARE THEIR STRENGTHS, SUCH AS PERSONAL INTERACTION, COMMUNICATION AND CHOICE MAKING.

SPECIAL OLYMPICS REMAINS A HIGHLIGHT OF RECREATIONAL AND ADAPTIVE PHYSICAL EDUCATION PROGRAMS PROVIDED TO CLIENTS; HOWEVER, THE INCREASING FOCUS IS ON INTEGRATED ACTIVITIES IN THE COMMUNITY.

needs, specific programs of recreation/leisure time and physical education are planned.

Religion Services

This program provides a spiritual life program for all clients. Daily religion classes and weekly worship services are provided. Special services for holidays and memorial services, pastoral care during hospital stays and family communication are also provided by this department.

SAN HAVEN
ESTABLISHMENT

North Dakota Century Code: Section 25-04-01

> "An institution for the mentally deficient shall be maintained at or near the city of Grafton in the county of Walsh. Such institution shall be known and designated as Grafton State School. There shall be maintained near Dunseith, in the county of Rollette, a division of Grafton State School which shall be known as San Haven."

PURPOSE

North Dakota Century Code: Section 25-04-02

> "The state school shall be maintained for the relief, instruction, care and custody of the mentally deficient of this state. For this purpose the director may introduce and establish such trades and manual industries as in his judgement will best prepare the residents for future self-support."

INTRODUCTION

San Haven was originally created as a tuberculosis sanatorium in 1911. The first person with mental retardation to enter the facility was admitted in 1959 and in 1973 San Haven became a part of the Grafton State School. As a result of legislative action, San Haven's primary mission became the same as that of Grafton State School.

Through an ongoing process of deinstitutionalization, client population has been steadily decreasing. By December of 1987 San Haven will no longer be serving people with mental retardation. Therefore, much of the focus of the 1985-1987 biennium was the downsizing of the institution to facilitate closure of the facility by the end of 1987. Several objectives will continue to drive efforts at the institution until the transition and closure are complete.

1985-1987 Objectives

1. Continue to provide quality care to all clients.

2. Support existing relationships for all clients.

3. Phase out buildings in a timely and economical manner.

4. Develop appropriate outplacement services for staff.

5. Develop San Haven staff as providers, when appropriate.

6. Minimize transinstitutionalization (the transfer of clients to Grafton State School).

Specifics of planning objectives for employee issues are included in the summary of Personnel Services - San Haven. Programs provided to clients living at San Haven during the biennium were synonymous with those provided at Grafton State School.

PERSONNEL SERVICES - SAN HAVEN

Staffing Levels

In 1985 San Haven increased staffing levels in order to meet Title XIX requirements. The peak number of employees reached 308 permanent and 111 temporary employees in April of 1986. Downsizing began in July of 1986 and by June 30, 1987 only 228 permanent and 46 temporary staff remained. All reductions in staffing levels were achieved through attrition and transfers to other state agencies.

Recruitment

Recruitment efforts wer held to a minimum due to the closure objectives. During the first year of the biennium recruitment was concentrated in professional areas and in the last year of the biennium professional services were kept to a contractural basis because of our inability to offer tenure. The high unemployment rate in Rolette County contributed to our comfortable supply of direct care and support service employees.

Legislative Appropriations

San Haven's appropriation for the biennium was $12,713,903.00. San Haven ended the biennium with a balance of $439,934.96. This was due to the downsizing of staff levels in the second half of the biennium.

Employee Turnover

Employee turnover in the second year of the biennium allowed for a smooth downsizing of employees. Major concerns were in the loss of professional staff. Internal adjustment of responsibilities, availability of temporary employees and a decision to contract for services contributed to a smooth transition. In July of 1986, Grafton State School initiated a program of posting notice of their vacancies at San Haven.

Our staff were given first opportunity to claim any matching job which was available on their campus.

SAN HAVEN

MOVEMENT OF CLIENT POPULATION
For the biennium beginning

JULY 1, 1985 and ENDING JUNE 30, 1987

	MALES	FEMALES	TOTAL
July 1, 1985	76	57	133
Deaths at San Haven	3	1	4
Transfers to Grafton State School	1	6	7
Community Placements	30	27	57
TOTALS as of June 30, 1987	42	23	65

SAN HAVEN
PROGRAM EXPENDITURE REPORT
for Biennium Ending 1987

SUMMARY OF CASH FLOW

Fund Cash Balance July 1, 1985		156,092
Plus Revenue		
General Fund Transfer	4,774,078	
Institutional Collections	11,620,196	
Total Revenue		16,394,274
Total Cash		16,550,366
Less Expenditures:		
Salaries and Wages	12,273,972	
Operating Expenses	2,850,629	
Central Data Processing	9,723	
Equipment	98,241	
Capital Improvements	177,551	
Total Expenditures		15,410,116
Fund Cash Balance June 30, 1987		1,140,250

REVENUES

General Fund Transfer		4,774,078
Care and Treatment:		
Title XIX	11,053,423	
Indian	44,939	
Other	395,927	
Total Care and Treatment		11,494,289
Lease-Rental:		
Land	7,989	
Rooms-Buildings	33,223	
Telephone Collections	70	
Total Lease-Rental		41,282
Sales:		
Salvage and Scrap	2,732	
Meals-Prepared Food	70,138	
Total Sales		72,870
Miscellaneous:		
Refunds	3,879	
Library Grant	7,876	
Total Miscellaneous		11,755
		16,394,274

EXPENDITURES-BY LINE ITEM

Salaries and Wages:		
Salaries:		
Permanent	8,154,768	
Temporary	1,398,785	
Overtime	330,768	
Paid Annual Leave	24,644	
Total Salaries		9,908,965
Fringe Benefits		2,365,007
Total Salaries and Wages		12,273,972

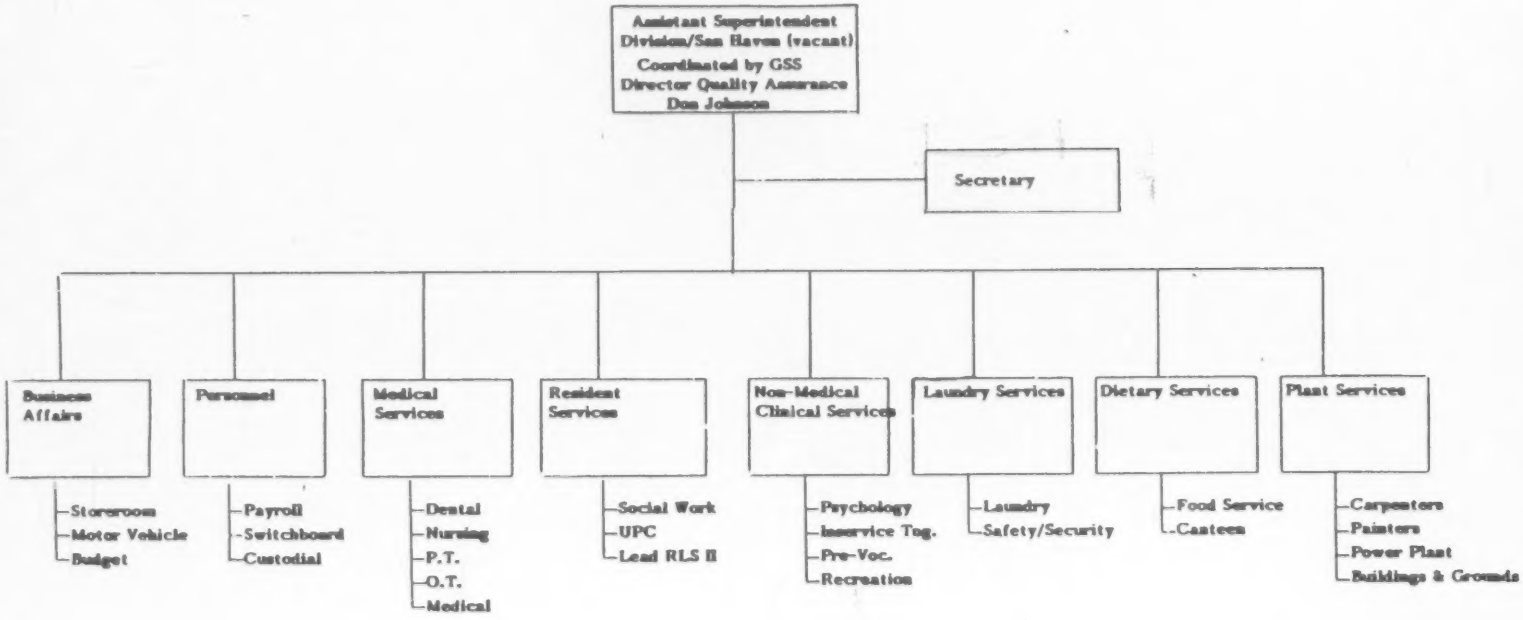
Operating Expenses:		
Employee Travel	33,513	
Payments to State Motor Pool	28,397	
Other Travel/Expense	9,248	
Utilities	467,764	
Lease/Rental-Misc.	2,694	
Lease/Rental-Equipment	35,070	
Lease/Rental-Building/Land	40	
Postage	8,948	
Telephone-Telegraph	11,990	
Repair Service-Non Contract	39,130	
Repair Services-Contract	45,375	
Professional Services	763,634	
Operating Fees and Services	48,921	
Insurance	17,287	
Msc. Fees and Services	2,914	
Office Supplies	27,148	
Data Processing Supplies	3,697	
Resale Supplies	13,497	
Printing	8,073	
Resource and Reference Materials	14,963	
Professional/Scientific Supplies	6,442	
Food/Clothing/Household Supplies	529,360	
Medical/Dental/Optical Supplies	284,518	
Building/Equipment/Mtce. Supplies	351,740	
Grounds/Road Supplies	3,445	
Miscellaneous Supplies	42,347	
Vehicle Maintenance/Operations	50,474	
Total Operating Expenses		2,850,629
Data Processing Service		9,723
Equipment:		
Office Equipment/Furniture	33,400	
Scientific/Electronic Equipment	1,820	
Motor Vehicles	33,986	
Machinery/Tools	28,990	
Other Equipment	45	
Total Equipment		98,241
Capital Improvements		177,551
		15,410,116

EXPENDITURES-BY PROGRAM

Medical Services:		
Salaries and Wages	1,138,185	
Operating Expenses	557,700	
Equipment	15,105	
Total		1,710,990
Land Structures Major Improvements:		
Capital Improvements		177,551

Auxillary Services:		
Salaries and Wages	2,956,560	
Operating Expenses	1,466,817	
Equipment	15,257	
Total		4,438,634
Administration:		
Salaries and Wages	780,519	
Operating Expenses	724,448	
Data Processing	7,750	
Equipment	41,533	
Total		1,554,250
Resident Living:		
Salaries and Wages	7,016,035	
Operating Expenses	64,260	
Equipment	19,760	
Total		7,100,055
Resident Programs:		
Salaries and Wages	382,673	
Operating Expenses	37,404	
Equipment	6,585	
Central Data Processing	1,974	
Total		428,636
Department Total		15,410,116

SAN HAVEN ORGANIZATIONAL CHART



ADMINISTRATIVE SERVICES
QUALITY ASSURANCE
Standard Compliance Department

The Standards Compliance Department has seen a further expansion of its role within the Quality Assurance Division during the biennium. The responsibility for the formulation of a new policy manual format has been assigned to the department, along with the ongoing process of ensuring that the material contained within is current. In addition, the department has taken on a number of new responsibilities related to the monitoring of resident care. These had been the responsibility of other state agencies, but were reassigned to Standards Compliance in accordance with the state utilization review plan. Under this plan, the department is now required to monitor and prepare specified reports in the areas of continual stay review and survey of care plans.

Staff Development Department

This department played an integral role in the planning and coordination of the statewide planning conference, "Planning a System from the Individual Up" held in Bismarck this biennium. Staff Development has continued to be a major impetus for change and for movement toward a focus on normalization and community participation for the people living at Grafton State School. Staff education efforts which promote and guide the institution's philosophical direction will remain an important part of the mission of this department in the upcoming biennia. Also, this department initiated an individualized planning process called the 24 Hour Lifestyle Plan.
During the biennium, Staff Development increased its graphic art and audio-visual capabilities and now can produce quality slides, transparencies, lettering and graphic design services to all departments for use in their communication, public relations and staff training activities.

Funding for the Artist-in-Residence program by the North Dakota Council on the Arts and the Bremer Foundation was awarded both years of the biennium. The program utilized creative dramatics to support the integration and socialization training for clients.

The Infection Control function was moved to Staff Development during the biennium. A 40 hour orientation program for new employees was organized and continues to provide general philosophical orientation, as well as specific training in areas such as CPR, First Aid, Body

Mechanics and Lifting, Training and Programming, and Client Rights.

During the biennium, the Quality Assurance Division has lent support to the San Haven facility transition. The director of the Quality Assurance Division was appointed Transition Coordinator at the facility. This division also chaired the efforts of Grafton State School to meet the standards set by the Accreditation Council on Services for Persons with Developmental Disabilities (ACDD).

Publications

Grafton State School publications are coordinated by the Quality Assurance Division. The major publication is the newsletter for employees, the INSIDER. This newsletter is circulated to employees every week and also has an external mailing list which primarily covers the community of Grafton and other interested departments. The community relations committee initiated an insert to the INSIDER called the INSIDE/OUT, which is published on an occasional basis. The external newsletter, THE AMBASSADOR, has been published twice in the biennium and plans are to revise its structure to better serve the institution's needs.

Central Records Department

Central Records maintains the medical, clinical and archival records for clients. The department is directed by a registered records administrator. The centralization of records provides a uniform across campus record keeping system. Central records also maintains a data base regarding Title XIX deficiencies and plans of corrective action for these deficiencies. During this biennium, an IBM PC was acquired to begin the computerization of some population and inservice records.

COMMUNITY PLACEMENT DEPARTMENT

This department has undergone a name change since the last biennium, going from the Habilitation Department to Community Placement Department. The IHP interdisciplinary team refers its community placement recommendations to the Community Placement director, who acts as a liaison between the IHP team and the regional developmental disabilities program administrators and case managers. They work together to develop placement options for clients. As placement options develop, the unit social workers become closely involved with the client, his/her family and guardians and staff in carrying out the placement recommendations. This department ensures that all steps are taken to assure that involved family is consulted, that the client is prepared for the new environment, and that the community programs have the benefit of the best

recommendations the Grafton State School IHP teams can offer. This department also provides staff and technical assistance to the provider to ensure a smooth transition for persons who move to the community.

PERSONNEL SERVICES

The 1983-85 biennium period, as did the previous one, proved to be a time of positive change for the Personnel Division. During this time both critical job elements, along with employee performance standards, were introduced and are still in the process of being developed employees. However, the following concerns in some major areas still exist. They are: 1) the need for a consistent pay administration system and 2) the need for a meaningful employee assistance program which entails the hiring of an on-site counselor.

Staffing levels: This biennium saw little change in the staffing levels of permanent positions, with the exception of the addition of 15 nursing positions, increasing the number of permanent positions from 1,072 to 1,087. The numbers of temporary positions increase dramatically, however. During the peak time of the biennium, the number of temporaries was in excess of 200 positions. By the end of the biennium period, however, the number leveled off to approximately 100 positions, the vast majority being direct care positions.

Legislative Salary Appropriation: The 49th Legislative Assembly authorized $39,954,824 salary dollars for the biennium period to include $517,261 federal (Title I ESEA) dollars. An additional $2,686,244 was authorized by the Emergency Commission, along with a $90,000 transfer from general operation into salaries for a total of $42,481,068 for the 85-87 biennium period.

Pay Plan/Salary Increases: The first fiscal year of the biennium introduced a 5.5% across-the-board increase for Grafton State School employees. The second year of the biennium saw an increase of $50 per month or 4%, whichever was greater. This formula applied only to those earning $14,000 or less per year and was carried out on July 1, 1986. Those employees who were earning $14.000 plus received increases of 4% in December of 1986 with lump-sum retroactivity back to July 1, 1986.

Employee Turnover: Retention of employees at Grafton State School has been steadily improving. Retention gains have been made each year since 1977 when record keeping began. Retention gains are demonstrated in the following table:

Fiscal Year Ending June 30	Employee Losses	Percentage Turnover
1987	177	16.43%
1986	217	19.57%

1985	197	18.75%
1984	241	24.86%
1983	175	19.48%
1982	142	19.66%
1981	122	19.50%
1980	172	28.61%
1979	202	33.60%
1978	214	36.00%
1977	705	55.90%

The above figures reflect only full time permanent positions and do not include separations due to retirement or leaves of absence.

Recruitment: Personnel again recruited and assisted in the hiring of appreciable numbers of professionals in critical skill areas. Physical therapists, occupational therapists, licensed psychologists, nurses and speech pathologists again emerged as extremely critical occupations of hire. Despite extensive recruitment efforts, vacancies continue in these occupations, manifesting themselves as a nation-wide dilema.

EMPLOYEE INVOLVEMENT PROGRAM

The employee involvement program was initiated this biennium. The program consists of employee involvement groups which are comprised of employees who perform similar work and who meet regularly to apply Quality Circle techniques to identify, analyze and recommend solutions to work area problems. This program is of primary importance to the organization's philosophy of participative management, as it provides a forum for employees to impact on the problems affecting their work areas.

AUXILIARY SERVICES

Nutrition Services

This department has seen a significant increase in the amount and type of clinical dietary services provided to clients. In this biennium, the dietitians supervised up to 319 special diets. Services were also expanded to employees, with the Canteen open seven days per week and offering such foods as salads, hamburgers and french fries. Clinical dietitians have been assigned to all living units and are serving on specialty teams such as dysphagia, infection control and environmental safety. Grafton State School has also become an approved site in the Coordinated Undergraduate Program for dietitian students from NDSU and UND.

Support Services

Laundry, custodial and business office personnel continue to support the administrative and habilitative programs across campus. Plant services provides carpenters, plumbers, electricians, power plant operators and grounds personnel to maintain the physical environment of the campus. New facilities were provided for the plant service programs this biennium.

CAPITAL IMPROVEMENTS

During the 1985-87 biennium, Grafton State School was appropriated $2,071,810 for capital improvements. Also, the legislature established the industrial commission as the North Dakota Building Authority to provide authorization for the issuance of indebtedness relative to construction for state agencies. As a result, our institution received an additional $3,900,000 from the North Dakota Building Authority Revenue Bonds of 1986. Several major construction projects were completed with the total funds made available to Grafton State School.

A new pedestrian tunnel replaced the original tunnel located in the center campus area; this tunnel connects the Health Services Center, Sunset and the Refectory building. The new tunnel allows adequate space for client and staff use, as well as for maintenance and campus delivery systems.

Collette Auditorium, where educational services for school age clients are provided, was remodeled to facilitate client instruction. The remodeling affected classrooms, locker rooms and restrooms throughout the building. Additional office space and storage space was constructed and an air exchange system was installed to provide adequate ventilation within the building.

Sunset Hall, constructed in 1937, was completely renovated to allow space for vocational/leisure training activities for adult clients. Sunset houses four floors of classrooms and offices.

The shop/warehouse building was also renovated. The renovation increased the storage space for central receiving, provided additional storage space for the plumbing and electrical departments and provided space for the Adaptive Equipment Center.

A chilled water heating and cooling system was installed throughout the campus in order to provide air conditioning and heat to Sunset, Laundry, Food Service, Health Services Center and the Physical/Occupational Therapy Addition.

The Food Service building was remodeled to provide an area for the Canteen and the Foster Grandparent Program. The building was also connected to Sunset. In addition, a complete reroofing project was completed for Prairieview and New Horizons and a parking area was constructed on the west side of the campus.

APPENDIXES

A - Revenue and Expenditure Statements
B - Program Expenditure Report
C - Client Population Movement Reports (2)
D - Organizational Charts (3)

GRAFTON STATE SCHOOL

STATEMENT OF REVENUE, EXPENDITURES, AND CHANGES IN FUND BALANCE
FOR THE BIENNIUM ENDED JUNE 30, 1987

REVENUE:	
General Fund Appropriations	$18,468,161
Title XIX	39,843,985
Care & Treatment - Bureau of Indian Affairs	110,232
Care & Treatment - Other	1,733,254
Special Appropriation	-0-
Miscellaneous	749,765
Total Revenue	$60,905,397
EXPENDITURES:	
Salaries	$42,478,286
Fees & Services	
Data Processing	8,242
Travel	243,202
Utilities	1,673,317
Rental	140,907
Communication	235,880
Repairs	497,415
Professional	377,488
Miscellaneous	249,876
Total Fees & Services	$ 3,426,327
Supplies & Materials	
Printing, Office Supplies	$ 156,236
Food Supplies	1,033,779
Clothing & Dry Goods	533,933
Medical Supplies	576,884
Kitchen & Laundry	368,702
Hardware & Building	613,712
Petroleum & Fuel	48,232
Other Supplies	709,377
Total Supplies & Materials	$ 4,040,855
Equipment	$ 311,292
Special Projects	$ 2,623,317
TOTAL EXPENDITURES	$52,880,077
REVENUE OVER (UNDER) EXPENDITURES	$ 8,025,320
TRANSFER OUT	($ 5,000,000)
BEGINNING FUND CASH BALANCE	$ 1,286,340
ENDING FUND CASH BALANCE	$ 4,311,660

Resident Cost of Care
July 1, 1985 -- $154.58 per day
July 1, 1986 -- $197.40 per day

GRAFTON STATE SCHOOL

PROGRAM EXPENDITURE REPORT
FOR THE BIENNIUM ENDED JUNE 30, 1987

Dept. 310:	Medical Services	Special Projects	Auxiliary Services	Administrative Services	Resident Living	Resident Education	Resident Services	Total
Salaries	$6,816,924	$ -0-	$5,779,827	$2,364,350	$23,486,758	$3,309,678	$720,749	$42,478,286
Operating Expenses	351,206	-0-	330,364	2,489,597	166,610	51,456	37,094	3,426,327
Supplies and Materials	722,283	-0-	1,204,445	1,536,740	456,758	110,572	10,057	4,040,855
Equipment	50,766	-0-	169,699	20,229	43,809	15,168	11,621	311,292
Capital Improvements	-0-	2,623,317	-0-	-0-	-0-	-0-	-0-	2,623,317
Total Expenditures	$7,941,179	$2,623,317	$7,484,335	$6,410,916	$24,153,935	$3,486,874	$779,521	$52,880,077

MOVEMENT OF CLIENT POPULATION

FOR THE YEAR BEGINNING JULY 1, 1985 AND ENDING JUNE 30, 1986

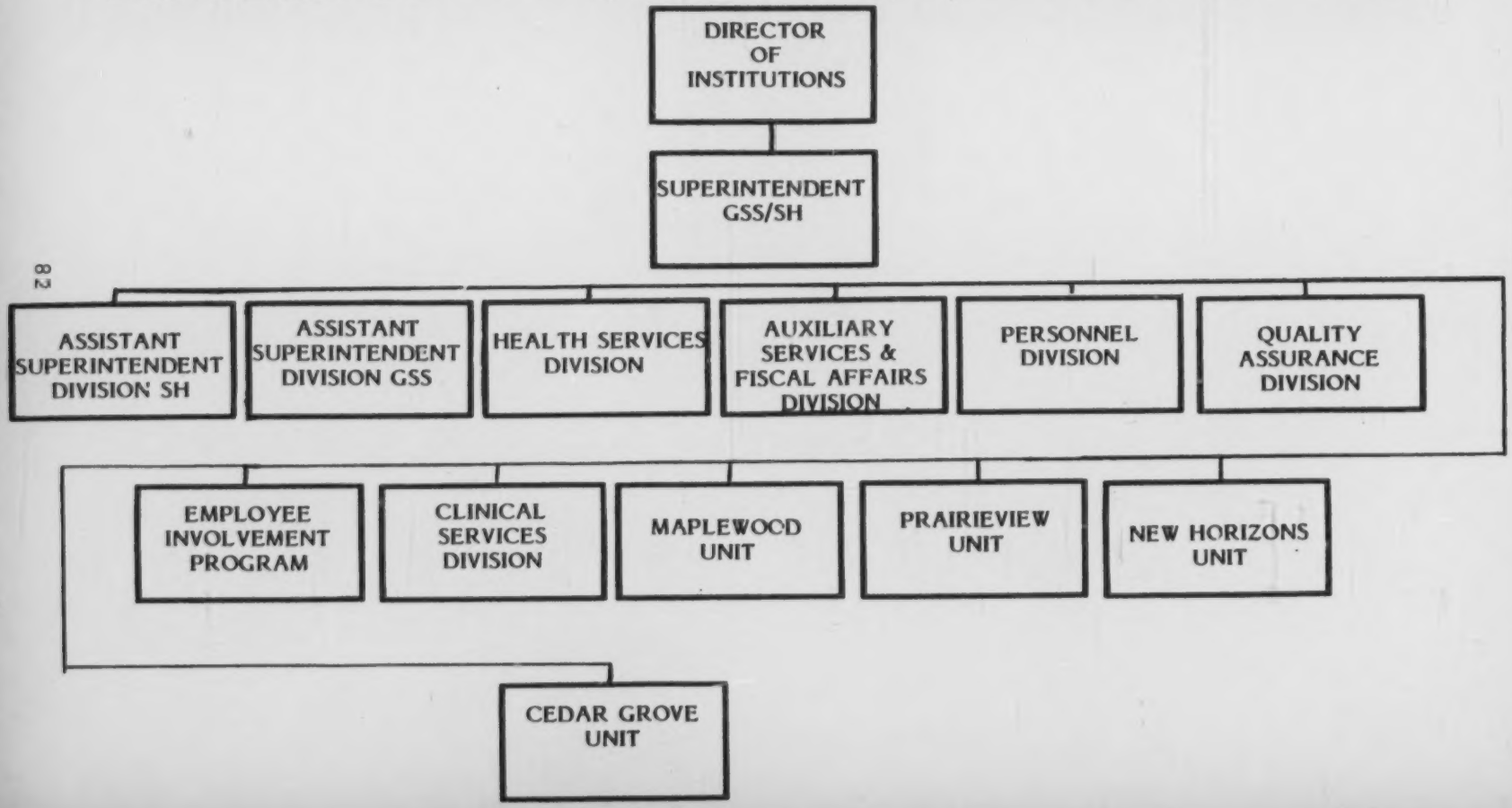
	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Clients in the Institution at the beginning of the year	296	254	550			
Clients on Vacation	198	175	373			
TOTAL CLIENTS ON BOOKS AT THE BEGINNING OF THE YEAR				494	429	923
ADMISSIONS:						
First Admissions including Evaluation Service Admissions	3	3	6			
Re-Admissions and returns from San Haven	2	0	2			
TOTAL ADMISSIONS				5	3	8
SEPARATIONS DURING THE YEAR:						
Discharged direct from the Institution - Inc. E.S.	2	1	3			
Discharged while on leave	59	43	102			
Deaths in the Institution	6	1	7			
Deaths while on leave	3	2	5			
Transfers to other Public Institutions for the mentally retarded in the same system (San Haven).						
TOTAL SEPARATIONS				70	47	117
				(429)	(385)	(814)
CLIENTS ON BOOKS AT THE END OF THE YEAR:						
Clients on Placement at the end of the year (Hostel)	236	224	460			
Clients home on Vacation and Extended Vacation	6	3	9			
Clients at the Jamestown State Hospital for treatment	3	1	4			
Total on leave at the end of the year				245	228	473
Total population in the Institution at the End of the Year				184	157	341
TOTAL POPULATION ON INSTITUTION BOOKS AT THE END OF THE YEAR				429	385	814

MOVEMENT OF CLIENT POPULATION

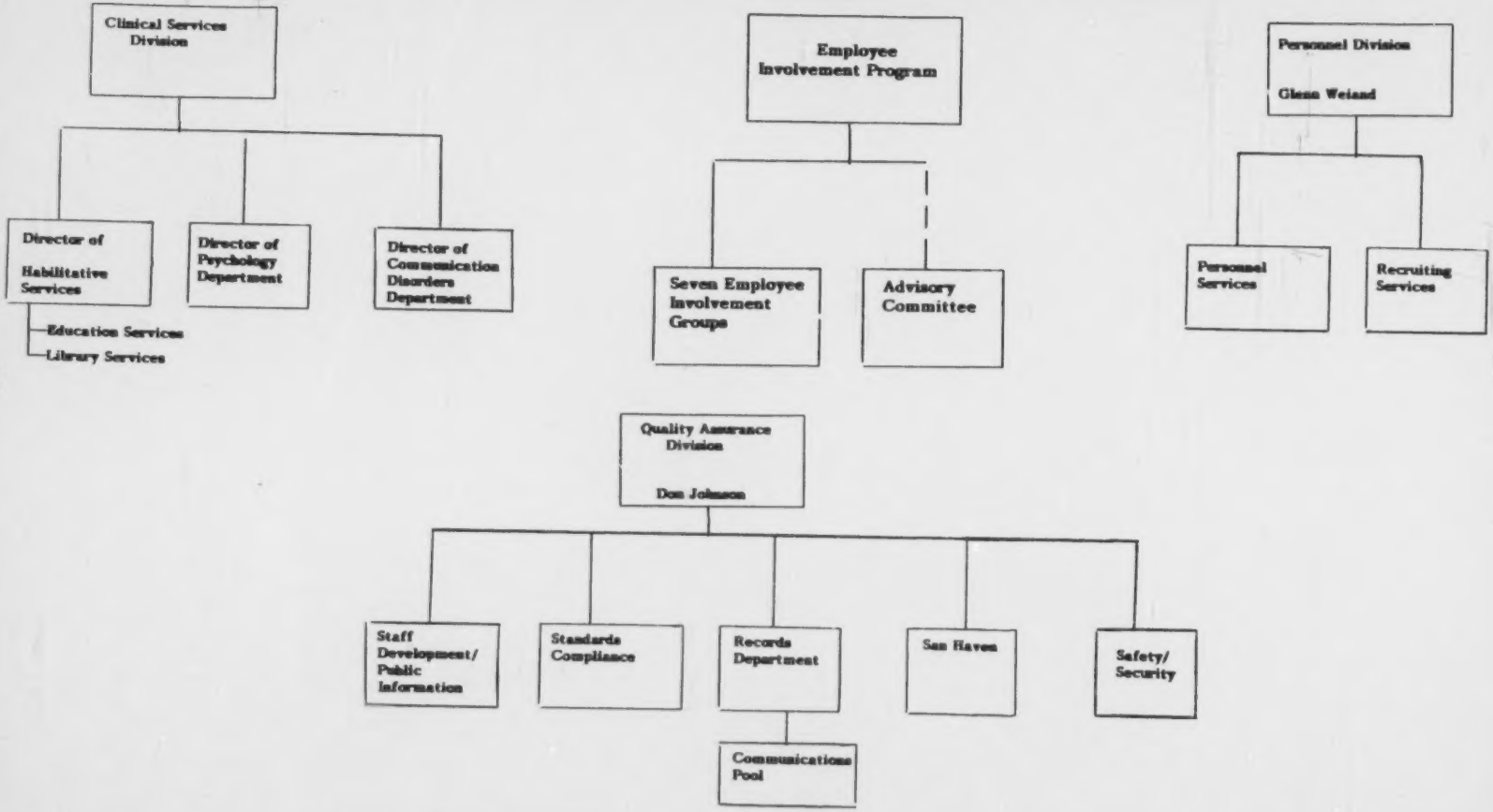
FOR THE YEAR BEGINNING JULY 1, 1986 AND ENDING JUNE 30, 1987

	MALES	FEMALES	TOTAL	MALES	FEMALES	TOTAL
Clients in the Institution at the beginning of the year	184	157	341			
Clients on Vacation	245	228	473			
TOTAL CLIENTS ON BOOKS AT THE BEGINNING OF THE YEAR				429	385	814
ADMISSIONS:						
First Admissions including Evaluation Service Admissions	5	2	7			
Re-Admissions and returns from San Haven	1	6	7			
TOTAL ADMISSIONS				6	8	14
SEPARATIONS DURING THE YEAR:						
Discharged direct from the Institution - Inc. E.S.		1	1			
Discharged while on leave	52	50	102			
Deaths in the Institution	1	1	2			
Deaths while on leave	5	3	8			
Transfers to other Public Institutions for the mentally retarded in the same system (San Haven).						
TOTAL SEPARATIONS				58	55	113
				377	338	715
CLIENTS ON BOOKS AT THE END OF THE YEAR:						
Clients on Placement at the end of the year (Hostel)	192	181	373			
Clients home on Vacation and Extended Vacation	3	3	6			
Clients at the Jamestown State Hospital for treatment	1	1	2			
Total on leave at the end of the year				196	185	381
Total population in the Institution at the End of the Year				181	153	334
TOTAL POPULATION ON INSTITUTION BOOKS AT THE END OF THE YEAR				377	338	715

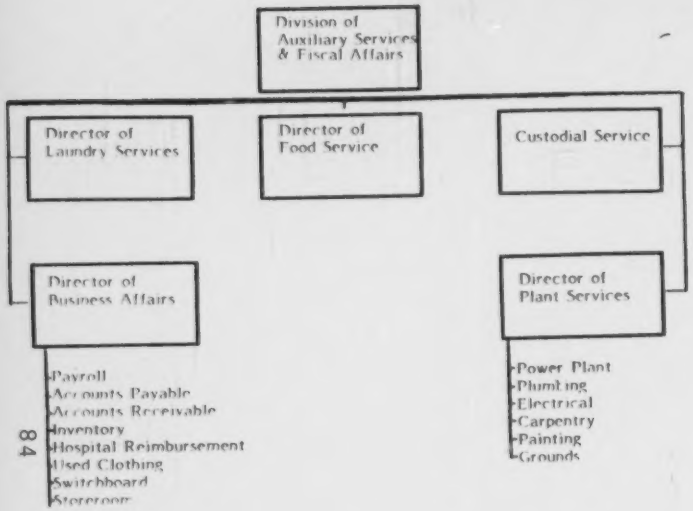
GRAFTON STATE SCHOOL ORGANIZATIONAL CHART

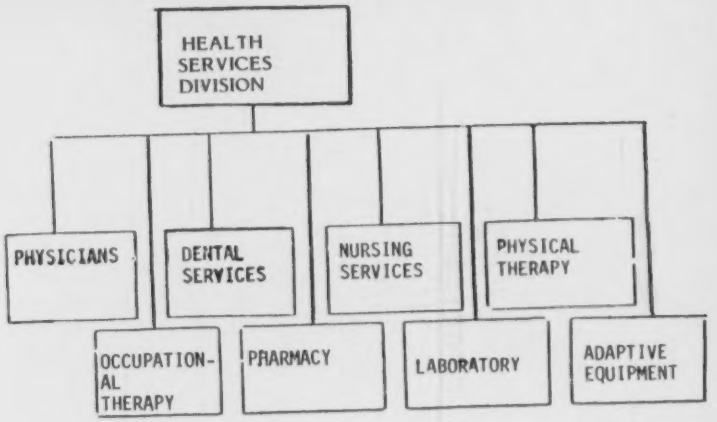


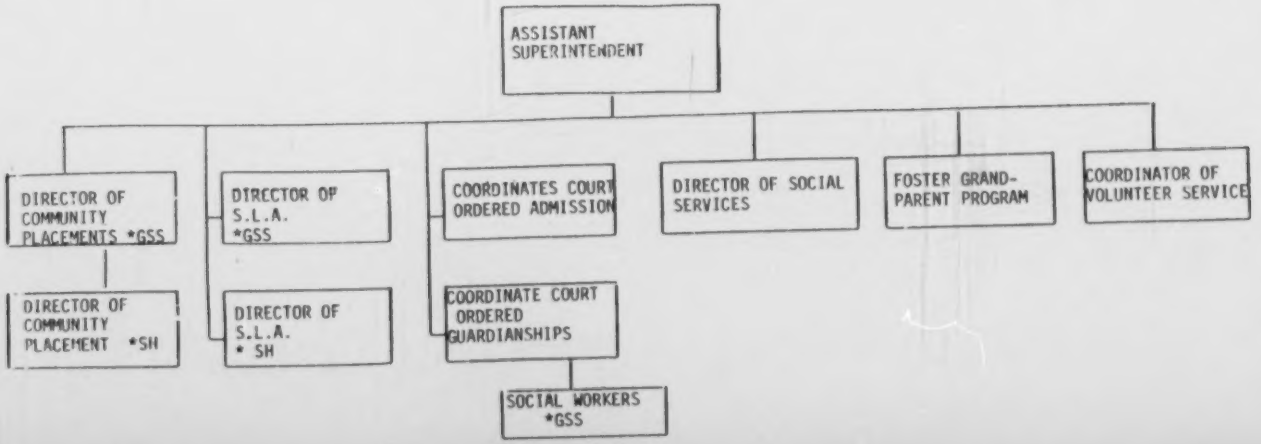
DIVISION ORGANIZATIONAL CHARTS



DIVISION ORGANIZATIONAL CHARTS







STATE OF NORTH DAKOTA

PENITENTIARY

ROUGH RIDER INDUSTRIES

& STATE FARM

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

NORTH DAKOTA STATE PENITENTIARY
P.O. Box 5521
BISMARCK, NORTH DAKOTA 58502-5521

Phone (701) 221-6100

October 14, 1987

Mr. Dick Rayl
Director of Institutions
State Capitol
Bismarck, ND 58505

Dear Mr. Rayl:

Enclosed is the biennial report for the North Dakota State Penitentiary, North Dakota State Farm, and Rough Rider Industries which covers the period July 1, 1985 to June 30, 1987.

Sincerely,

Terry Haines
Warden

wmb

Enclosure

NORTH DAKOTA STATE PENITENTIARY
NORTH DAKOTA STATE FARM
AND
ROUGH RIDER INDUSTRIES

BIENNIAL REPORT

July 1, 1985 to June 30, 1987

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NORTH DAKOTA STATE PENITENTIARY

ORGANIZATION CHART

WARDEN

----Administrative Assistant
Administrative Clerk/Records
Secretarial Staff
Receptionist

BUSINESS MGR.	DIRECTOR OF PROGRAMS	STATE FARM MANAGER	DIRECTOR OF SECURITY	DIRECTOR OF INDUSTRIES	DIRECTOR OF PLANT SERVICES	ADMINISTRATIVE OFFICER	DIRECTOR OF CLASSIFICATION AND EDUCATION
Accounting	Counseling	Custody	Custody Shifts	Asst. Indus. Directors	Carpentry Services	Inmate Discipline	Inmate Classification
Budget	Treatment	Farming	Food Service	Furniture Factory I	Electrical Services	Inmate Social Groups	Orientation
Commissary	Psychological/ Psychiatric	Food Service	Transportation	Furniture Factory II	Mechanic	Liaison	Adult Basic Education
Inventory	Medical		Laundry	Sign Factory	Sanitation & Safety	Special Projects	Vocational and Higher Education
Payroll	Religion		Security	Upholstery/Metal Products Factory	Plumbing Services	Staff Training/ Development	Music Programs
Personnel	Recreation			Farm Manager	Grounds Maintenance		Federal Inmates
Purchasing	Social Services			Beef herds Crops Dairy Hogs	Power Plant		Inmate Detainers

STATE OF NORTH DAKOTA
North Dakota State Penitentiary
Bismarck, North Dakota

STATUTORY RESPONSIBILITIES AND FUNCTION

The North Dakota State Penitentiary exists in direct compliance with North Dakota Century Code statute 12-47-01 which mandates, "The Penitentiary located at the city of Bismarck in the county of Burleigh shall be the general penitentiary and prison of this state for the punishment and reformation of offenders against the laws of this state in which all offenders who are sentenced to imprisonment therein shall be confined securely and employed and governed in the manner provided by law".

Other statutes detailing responsibilities and functions of the institution are 12-47-02 through 12-48.1-04.

The State Farm, which is also under the administration of the Penitentiary, is provided for by statute 12-51-01 which mandates, "There is established a correctional institution for male violators of the law, to be known as the North Dakota State Farm".

Other statutes regarding the State Farm, its function, and purpose are from 12-51-02 through 12-51-11 in the North Dakota Century Code.

MAJOR GOALS AND OBJECTIVES OF THE INSTITUTION

The goals of the North Dakota State Penitentiary and State Farm are to maintain a safe, healthy environment in which an inmate may apply himself to the task of rehabilitation. This is accomplished by maintaining proper custody, modern day work programs, academic and vocational education, and treatment programs which effect a change in the inmate's behavior.

The objectives of the North Dakota State Penitentiary and State Farm are to maintain a self-sufficient industry program, to meet safety and sanitation standards, to expose all inmates to treatment and educational programs, to employ all employable inmates, and to develop a professional and trained staff.

PROGRAMS AND OPERATIONS DESIGNED TO MEET THESE GOALS AND OBJECTIVES

The North Dakota State Penitentiary is divided into seven areas of responsibility in order to meet the needs of the inmate population. These areas are as follows: (1) The Business Office maintains the financial records, assists each department in preparation of the budget, and works in an advisory capacity in maintaining financial expenditures. (2) The Programs Department is designed to deliver treatment, religious, and medical programs to the inmates. (3) The Education, Classification, and Orientation Department processes new arrivals and places them into various educational, treatment, housing, and work assignments. (4) The Maintenance Department provides proper maintenance to the facility and utilities. A secondary role for the Maintenance Department is to provide training areas for inmates who are interested in developing maintenance skills. (5) The Industries and Agriculture Department consists of work programs that will satisfy the requirements of modern day industries and agriculture which

will provide an employment background for inmates who are leaving the Penitentiary and State Farm. (6) The Security Department's responsibilities are to provide safety for the inmate population, maintain custody which provides protection for the citizens of North Dakota, and to act as a first-line answer to inmate problems. (7) The State Farm is responsible for incarcerating inmates who have been sentenced on misdemeanant charges who serve one year or less, and felons who have been deemed appropriate candidates for a minimum custody institution. The State Farm provides treatment, education, vocational education, and work programs to assist in the inmate's personal rehabilitation. To accomplish this goal, the State Farm is supported and assisted by all departments located at the Penitentiary.

CAPITAL CONSTRUCTION

The 49th Legislative Assembly established the Industrial Commission as the North Dakota building authority and set out its powers and duties to provide authorization for the issuance of evidences of indebtedness for the construction of various buildings and facilities for state agencies, departments, and institutions.

House Bill 1662, as passed by the 1985 Legislative Assembly, provided for authorization for the issuance of bonds in the amount of 7.5 million dollars to defray the costs of Phase II construction and renovation projects at the North Dakota State Penitentiary. Capital improvements included in the Phase II construction are as follows: 60 bed Men's Medium Security Unit, 35 bed Women's Unit, South Wall/Guard Tower, replacement of old cell house locks, and the remodeling of the Traffic Control area and program space. At the close of the biennium, all that remains to be completed are the Women's Unit and the remodeling of the Traffic Control area and program space.

SOUTH UNIT (formerly Men's Medium Security Unit)

The South Unit became operational in February, 1987, after approximately two years of planning and construction at a cost of $2,562,372. The mission of the unit is to provide and operate a living unit for deserving inmates to examine their pasts and plan for their futures, to be free from the usual prison pressures and other adverse influences and behaviors which deter human growth and development, and to be part of a team effort designed and devoted to helping others help themselves by establishing and living up to higher standards of institutional behavior and living. A basic objective of the unit is to help the resident gain a global intelligence to act purposefully and think rationally to deal effectively with his environment and to adapt to new problems and conditions of life. A selection committee was appointed by the Warden to interview all interested security staff and programs staff to form a cadre to develop and operate this 60 bed unit as a departure from traditional cell house living, and to provide selected residents an opportunity to participate in activities and programs which would manifest their desire to overcome past orientations and develop new attitudes and behaviors.

FUTURE PLANS AND TRENDS

During the next biennium, the Penitentiary will reorganize its internal structure which provides custody/security, classification, and rehabilitation programming to better accommodate and utilize inmate skills, talents, needs, and initiatives. The objectives of the re-structuring are to: provide incentives

and rewards for accomplishment; provide housing areas more conducive to self-improvement, productive employment, and freedom from adverse influences; provide extra privileges according to the inmate's proven record of cooperation, lack of disciplinary problems, consistency of employment and accomplishment of treatment goals; and, to require a certain amount of community service designed to prove the inmate's reliability and concern for public betterment.

The reorganization will be based upon the formation of Functional Units which will focus on the direction and management of units comprised of inmates who share similar interests and goals and organized to stimulate competitition to win extra minor privileges for the members of the unit who are most productive, have the cleanest area, accomplish treatment objectives, and require the least amount of disciplinary interventions, etc. For those who would avoid self-betterment programs or compliance with legitimate classification recommendations and/or who would impede the progress of others, the unit management concept would serve to provide alternative housing and incentives.

Hopefully, the overall effects of such an effort will be to stimulate inmate concern for his personal growth and social development; reduction of disciplinary actions which cause bitterness and resentment and cause an inordinate amount of administrative effort conducting hearings and appeal sessions; reduce the "us versus them" mentality which causes stress and obstructionism; instill a sense of accomplishment and pride for earning benefits and rewards; and, allow inmates to live in and evaluate a prison system more tuned to realistic living which approximates and prepares for successful civilian life based upon accepted social values, expectations, and accomplishments.

Terry Haines
Warden

PROGRAMS DEPARTMENT

AREAS OF RESPONSIBILITY, ACTIVITIES, AND SERVICES

INTRODUCTION

Programs continue to be developed to meet the rehabilitative needs of inmates. On January 1, 1985, the treatment program became licensed through the Division of Alcoholism and Drug Abuse, North Dakota Department of Human Services. Programs Department staff are certified as addiction counselors, licensed as social workers, or hold appropriate credentials within their discipline or areas of responsibility.

During the 1985-87 biennium, the Programs Department was reorganized to allow improved coordination of services with other institutional processes, and to promote increased effectiveness in services provided.

LEVEL OF SERVICES, CASELOADS, AND STAFFING PATTERNS

Attempts are made to make Programs Department services available to all inmate residents at the Penitentiary and State Farm. Inmates are seen to discuss personal problems, establish medical regimens, and to assess institutional adjustment and rehabilitative progress. Treatment, medical, and social service plans are established defining specific goals toward the development of healthier lifestyles and promoting incentive for meaningful participation in programs and services available.

Average number of inmates residing within the Penitentiary and State Farm during the 1985-87 biennium..... 400

Average number of Treatment & Social Service Staff available..... 10
(Includes authorized positions, independent contract employees, and staff available through federal J.T.P.A. funding)

Average caseload per Treatment or Social Service staff member..... 40

Average number of Nursing staff available..... 3
(Includes authorized positions and independent contract employees)

Average caseload per Nursing staff member..... 133

INMATE ASSESSMENT AND REFERRAL

All inmates arriving at the Penitentiary are carefully assessed to determine patterns of functioning and to provide referral to appropriate treatment, social service, or medical programming. The process is designed to familiarize new inmates with institutional policies and procedures as they apply to departmental activities and services. Background information is collected, a battery of psychological tests is administered, and interviews are conducted to identify problem areas and to initiate a suitable course of rehabilitative programming. A thorough physical examination is also conducted to establish an appropriate medical regimen.

Close observation during the initial orientation period allows for early identification of those inmates who may be experiencing significant depression,

adjustment problems, or other crisis situations. Through individual sessions and group processes, information is provided which contributes to the inmate's stable adjustment to the institutional setting.

Number of inmates who have participated in Initial Assessment and Referral processes during the 1985-87 biennium..... 875

TREATMENT & FAMILY SERVICES PROGRAM

Areas of Responsibility

Assessment and referral
Addiction treatment
Sex Offender treatment
Violent Offender treatment
General Offender treatment
Family Services
Addiction Support Groups
Lecture Series
State Farm treatment
Administrative Segregation Hearings & Reviews
Corrections Counselor Development
Internship Programming
Inmate Peer Counseling

Currently available is a multi-phased program of treatment and family services designed to identify and explore the ineffective patterns of functioning displayed by inmate residents. Emphasis is placed on problems related to the abuse of alcohol and other drugs, the sexually aggressive offender, and on the treatment of those inmates who have engaged in other acts of aggression and violence directed toward others.

An Initial Treatment Education Program brings about beginning awareness of troublesome behavioral patterns, provides information on treatment processes, and establishes the groundwork for the more advanced phases of therapy. During the initial treatment education phase, attempts are made to minimize the denial system which frequently accompanies patterns of misconduct and maladjustment. Participants are expected to become actively involved in identifying personal problems, and in offering opinions related to the behavior of fellow group members. The approach is designed to bring about beginning levels of trust, and to respond to questions or concerns related to future treatment participation. The program consists of classroom activity, individual counseling, and discussion sessions.

Number of inmates who have participated in Initial Treatment Education during the 1985-87 biennium..... 762

An Intensive Alcohol and Other Drug Abuse Treatment Program is designed to explore how the abuse of mood-altering substances may have contributed to the behavior that led to incarceration. The program encourages the development of personal responsibility, improved communication, and choices which may lead to more effective social interaction and satisfactory life adjustment. Emphasis is placed on how alcoholism and other drug abuse affects the individual, family, social, and work environments. Group interaction is designed to explore feelings, thoughts, and behavior, and is supplemented by individual sessions and attendance at a series of informational lecture presentations. The involvement of key family members during the intensive phase is seen as essential to the treatment process.

Number of inmates who have participated in Intensive Alcohol and Other Drug Abuse Treatment during the 1985-87 biennium..... 203

An Intensive Sex Offender Treatment Program is designed to explore the deeply ingrained and pervasive patterns of behavior and maladjustment of those who engage in acts of sexual aggression directed toward others. Opportunities are provided to examine behavioral patterns, conflicts, unhealthy attitudes, and other maladjustments in a setting which promotes personal growth, discipline, acceptance of responsibility, and motivation for meaningful change.

The program offers treatment not only for inmates identified as sex offenders through the courts, but also for those sentenced for other reasons who come forward to explore problems related to sexuality or undetected acts of sexual misconduct.

A vital factor in the treatment of those who have engaged in acts of sexual aggression or violence is the involvement of key family members in the therapy process.

Number of inmates who have participated in Sex Offender Treatment during the 1985-87 biennium..... 79

A General Offender and Violent Offender Treatment Program was attempted on several occasions during the 1985-87 biennium, however, limitations in the number of authorized staff and extremely high inmate to counselor ratios required the vast majority of inmates in these categories to remain essentially untreated.

Number of inmates who have participated in General Offender Treatment during the 1985-87 biennium..... 24

Number of inmates who have participated in Violent Offender Treatment during the 1985-87 biennium..... 9

The Family Therapy Program is designed to provide family members with an opportunity to help inmates to develop a new way of life and to come to understand how their troublesome behavior and attitude affects others. Changes in marriage and family relationships are encouraged to bring about improved quality of life and more lasting and meaningful relationships. Family members are provided treatment services through couples counseling, individual family sessions, participation of families in the inmate's treatment group, and through week-long family therapy workshops.

Number of family members who have participated in treatment programming during the 1985-87 biennium..... 401

Number of inmates who have participated with their family members in treatment activities..... 204

Number of inmates who have participated in family therapy workshop activities, but, without their own family present..... 141

The State Farm Addiction Treatment Program is directed primarily to meet the needs of youthful, first-time offenders and focuses on problems related to the abuse of alcohol and other mood-altering drugs. During the course of the biennium, attempts were made to meet the increased number of inmates being sentenced to the State Farm, both for misdemeanor crimes and due to the implementation of

North Dakota's D.U.I. legislation. However, the extreme inmate to counselor ratio in that setting, has permitted this program to be only partially effective.

The program that has been established includes individual, couples, group, and family counseling and is designed to promote trust and encourage relationships based on more open and honest communication. The nature of personal, interpersonal, and family relationships are examined with emphasis on how the abuse of alcohol and other drugs contributes to negative consequences and behavior.

Number of inmates who have participated in the State Farm Initial Treatment program during the 1985-87 biennium..... 251

Number of inmates who have participated in the State Farm Intensive Addiction Treatment program..... 120

Number of family members who have participated in State Farm treatment program..... 102

Number of inmates who have participated with their families in State Farm treatment activities..... 53

Number of inmates who have participated in State Farm family therapy workshops, but, without their own family present..... 42

SOCIAL AND VICTIMS SERVICES PROGRAM (Cost Center 8200)

Areas of Responsibility

Addiction Social Skills	Volunteer Services
Sex Offender Social Skills	Educational Workshops
Violent Offender Social Skills	Death Notices
General Offender Social Skills	Corrections Counselor Development
Victims Services	Administrative Segregation Hearings & Reviews
Social Service Support Groups	Internship Programming
Chaplaincy Services	Inmate Peer Counseling
4th and 5th Step A.A. Processes	State Farm Social Services

The Social and Victims Services aspect of Penitentiary programming has been restructured during the course of the 1985-87 biennium to provide a more viable and coordinated level of services to inmate residents, their families, and the victims of criminal and abusive behaviors. Due to limitations in the number of authorized social service staff available, and lack of operating funds, only a preliminary level of social service programming has been possible. Services for victims of criminal and abuse behaviors remain at only the planning stage of development.

The Social Services Program is designed to provide inmate participants with opportunities to improve upon interpersonal relationships and to increase communication and social skills through individual, couples, group, and family social work programming. The format is an educational and interactional process which allows participants to build upon existing strengths while exploring specific problem areas related to individual dysfunction.

Seminars are conducted on such topics as self awareness and self esteem, interpersonal communication, and positive assertiveness. As the program evolves,

additional topics will include child development, parenting, stress management, conflict resolution, sexuality, and the development of healthy lifestyles.

Through this type of social interaction, inmate participants are helped to develop positive leadership capabilities, and they are encouraged to address specific issues related to the behavior and attitude which led to incarceration.

Number of inmates who have participated in the Social Services Program during the 1985-87 biennium..... 96

Number of inmates who have participated in personal growth and development seminars..... 40

The Chaplaincy Program with a staff of one full-time and one part-time chaplain, provides a broad range of non-denominational religious services to the inmate population. The chaplains coordinate their activities with other rehabilitative processes conducted as part of institutional programming. The chaplains provide an active counseling ministry through conducting individual, couples, and group sessions for inmate residents, their families, and the victims of criminal or abusive behavior.

Crisis counseling and opportunities to participate in the 5th step of the Alcoholics Anonymous program are also provided to inmate residents. The chaplains provide spiritual teaching and counseling, oversee the institutional volunteer program, and give lectures on a variety of rehabilitative or inspirational topics. They provide a spiritual presence in treatment and social service activities and work with Penitentiary staff in the examination of stress-related issues.

CASE CLOSURE AND SUPPORT ACTIVITIES

A Maximum Benefit Phase is designed to provide inmates with opportunities for continued growth and development following the intensive phase of participation. These activities include some or all of the following:

1. Participation in an inmate peer counseling program designed to allow selected inmates to conduct supervised counseling sessions with fellow inmates who have not yet reached the more advanced stage of development. Participation in this peer counseling program is dependent upon the inmate's demonstrated willingness to display adult and responsible behavior at all times, to divorce from any and all activity involving the drug culture, and to abstain from any abuse of alcohol or other mood-altering drugs. A basic requirement of the program is that the inmate will have participated in a program of family therapy and will have completed a program of active personal growth counseling.

2. Opportunities to accompany treatment staff during the presentation of information on Penitentiary programs and activities to community groups and social service agencies.

3. Participation in the spiritual aspect of the program of Alcoholics Anonymous through chaplaincy visits to bring about an indepth personal inventory and the completion of the 5th step of the A.A. program.

4. Referral to a process of release staging including Aftercare planning and referral, possible work or educational release, or referral to productive institutional activities in those cases where release dates have not been established within the coming year.

Alcoholics Anonymous Meetings are held by inmate members but structured by institutional policy to promote more effective utilization and to attract community A.A. support. Currently available are several levels of A.A. programming which include:

1. A Treatment A.A. Program designed to introduce inmates to the values, philosophy, and traditions of Alcoholics Anonymous.

2. An Institutional A.A. Program conducted 4 times per week to allow inmates housed in the maximum security areas of the Penitentiary to practice the principles of Alcoholics Anonymous.

3. A Minimum Security A.A. Program available for inmates who have been assigned to a reduced security level to attend in that environment.

4. A State Farm A.A. Program available for inmates who have been sentenced to that level of incarceration.

5. A Female Inmate A.A. Program conducted for the female inmates residing in the institution.

All Alcoholics Anonymous meetings are under the general supervision of the Treatment and Security staffs, and are sponsored and monitored by community A.A. volunteers. The primary goal of A.A. programs available is to provide participants with knowledge of the program and to encourage commitment to continued participation in A.A. and the principles of recovery following the course of treatment or incarceration.

MEDICAL AND PSYCHIATRIC SERVICES PROGRAM (Cost Center 8300)

Areas of Responsibility

Medical Services
Psychiatric Services
Psychological Services
Nursing Services
Behavioral Management unit
Wellness Education
Dental Services
Optical Services
Medication Maintenance
Crisis Intervention Team
Administrative Segregation Hearings & Reviews
Corrections Counselor Development
Internship Programming
Inmate Peer Counseling

Medical Services

Medical needs and concerns at the North Dakota State Penitentiary are ever changing and have shown a significant increase during the 1985-87 biennium. There has been a steady rise in medication costs and the need for increased clinic visits or inmate hospitalizations in the community. The inmate population, with an average age in the late 20's, is more active than in past bienniums, and so, we are seeing an increase in sports related injuries. Inmates just past the stage of adolescence tend not to take meaningful responsibility for their health and well-being in the area of prevention or positive health maintenance, and so, increased medical attention has been required with this age group.

With rising prices, increased prison populations, and severe limitations in authorized medical personnel, the health care staff has needed to develop increasing levels of flexibility, and innovation in medical practice and procedures. Of primary importance has been an emphasis on inmate education in health maintenance through preventive measures and self responsibility. We have also initiated a system of priority in the provision of health care services which is based on the following model:

Priority I	Health of the inmate would be seriously jeopardized or deteriorate to a life threatening level if medical regimen were not implemented.
Priority II	Health of the inmate could worsen causing other medical problems if medical regimen is not implemented. (If inmate is short term, and condition was pre-existing, service is not provided.)
Priority III	Health of the inmate reflects pre-existing condition, non-emergency, reconstruction or cosmetic. No medical regimen is implemented.

Whenever possible and appropriate, medical services are provided on a "shared cost basis" with the inmate resident, based on ability to pay.

Medical services at the Penitentiary and State Farm have undergone the following levels of expansion to meet the increased need for health care services among inmate residents during the 1985-87 biennium:

1. It has been necessary to continue to have the Family Practice physicians provide medical services on a twice weekly basis.

2. All new inmate arrivals have been provided admission examinations, and established inmates have been provided appropriate laboratory and x-ray work-ups.

3. An ongoing five day per week "sick call" has been established and conducted by the nursing staff.

4. An increase in the level of Optical Services has been necessary to meet the increased demand brought about by a higher inmate population.

5. Staff nurses continue to provide classes in basic health care to all arriving inmates with explanation of levels of medical care provided at the institution.

6. Security staff is provided training and guidance in the application of routine medical care and the implementation of standing order processes for injuries and emergency situations.

7. Nursing visits have been increased to twice weekly for inmate residents at the State Farm.

8. Health care educational information and lectures have been updated, with increased emphasis placed on procedures and responses to the AIDS crisis.

9. Blood sugar screenings have been implemented for the detection, stabilization, and monitoring of diabetics.

10. Health maintenance programs are made available to all interested inmates as a cost containment measure and to bring about improved self worth and patterns of functioning. Emphasis is placed on such areas as weight maintenance, stress management, pain control without medication, proper exercise, healthy food selection, and good personal hygiene.

11. A competitive bid process has allowed a marked decrease in the cost of dental services provided to inmate residents. The savings have permitted a significant improvement in the quality and quantity of dental services without an increase in budgetary expenditure.

Levels of Primary Medical Services provided to inmate residents during the 1985-87 biennium

Admission Examinations including routine lab (CBC & UA)..... 875

Discharge Examinations..... 854

Infirmary Doctor Call visits (twice weekly).....4563

Nurses Sick Call visits (five times weekly).....6612

Dental Service or Examinations (once per week).....2957

Optical Examinations (once per month)..... 438

Psychiatric Services

The Psychiatric Nurse provides mental health services and coordinates the activities of the State Hospital and the Penitentiary in utilizing the available services of each institution. A Crisis Intervention, Psychiatric, and Behavioral Management Program provides early assessment and intervention on inmates who display symptoms of depression, suicidal preoccupation, or patterns of functioning which cause serious disruption to the individual's adjustment and/or the orderly management of the institution.

The significance and nature of behavior displayed is assessed, and programming is provided to counter the disruptive influence of inmates with psychiatric or behavioral management problems. The primary areas of activity include:

1. Involvement in methods of treatment dealing with inmates who require an excessive amount of staff time due to psychiatric symptoms and/or disruptive behavioral patterns.

2. Treatment and monitoring of inmates who have demonstrated behaviors suggestive of suicidal preoccupation or potential to engage in assaultiveness directed toward others.

3. Effectiveness in the handling, dispensing, and monitoring of inmate psychotropic medication.

4. The development of an antabuse maintenance program to promote increased stability in inmates who have demonstrated chronic patterns of alcoholism and failure to respond to traditional therapeutic efforts.

5. Providing recommendations to security staff regarding proper observation, response, handling, and treatment of identified psychiatric and behavioral management cases.

6. Coordination of treatment services between the Penitentiary and the State Hospital in the transfer and handling of troublesome inmates and those experiencing psychiatric complications beyond the scope of services available within the Penitentiary.

7. Providing ongoing training and supervision of an inmate crisis intervention team. This team, made up of inmate volunteers, provides a means of monitoring and intervening upon inmates who are displaying symptoms of depression, suicidal preoccupation, agitation, or other forms of acting out behavior. Team members report findings to treatment or security staff so that follow-up counseling and handling can be more effectively implemented.

8. Coordination of activities between Programs Department staff and the consulting psychologist and psychiatrist. Referrals are made to assess patterns of functioning, provide rehabilitative guidelines, determine medication requirements, and to arrange transfer to the State Hospital or other appropriate facilities.

The Psychiatric Services Program has had a significant impact upon the need to use the services of the State Hospital Forensic Unit, which provides a more structured treatment milieu for those inmate conditions not resolved at the Penitentiary. This impact is especially apparent when the increase in inmate population, and the number of inmates requiring these services is taken into account. We estimate that at the close of this biennium period, about 70 inmates fell into the categories of having a psychiatric complication or character disorder of sufficient severity to warrant either active or periodic involvement in psychiatric service programming.

Total number of inmates transferred to the Forensic Unit for evaluation and/or treatment during the 1985-87 biennium..... 58

Total number of days transferred inmates spent at the Forensic Unit..... 909
Average days spent at the Forensic Unit..... 16

During the 1983-85 biennium, there was a 44 percent decrease in the number of inmates who required transfer to the Forensic Unit from the 1981-83 biennium. During 1985-87, this figure decreased by another 9 percent. The number of hospitalization days spent at the Forensic Unit decreased by 32 percent from 1981-83 biennium to the 1983-85 biennium and decreased an additional 11 percent during the 1985-87 biennium.

During the 1983-85 biennium approximately 366 acute crisis situations occurred for individual inmates which required psychiatric or behavioral management services. During the 1985-87 biennium the number of situations requiring the same services increased to approximately 580, or an increase of 37 percent.

During the 1983-85 biennium 47 inmates received ongoing psychiatric or behavioral management services. During the 1985-87 biennium, the number of inmates receiving the same services increased to 58, or an increase of 23 percent.

PRE - RELEASE AND AFTERCARE SERVICES PROGRAM (Cost Center 8400)

Areas of Responsibility

J.T.P.A. Coordination
Pre-Release Counseling
Community Preparedness
Career Development
Vocational Education Referral
Work/Education Referrals
Aftercare Referral
Corrections Counselor Development
Administrative Segregation Hearings & Reviews
Internship Programming
Inmate Peer Counseling

In September, 1985, the North Dakota State Penitentiary implemented an inmate preparation for release program which is entirely funded through the Job Training Partnership Act administered through Job Service North Dakota.

Program participants are taught how to meet their post-release needs through an educational process which utilizes trained resource persons as instructors, counselors, and models.

The approach used is an informal presentation of material in a discussion group, a situational role play, or an individual counseling session. A learning atmosphere is created which invites active participation of program participants.

The primary goal of the pre-release program is to provide opportunities for contacts and experiences which will stimulate a desire to live a lawful life in the community. The program works toward the development of stability by preserving community support systems and by establishing as many new, positive support links as possible.

Aftercare planning and referral is facilitated through a network referral system coordinated with the North Dakota Parole and Probation Department; Job Service North Dakota; CENTRE, Inc.; and community social service agencies to make successful reintegration into the community easier.

With the addition of the Preparation for Release program, the successful outcome of treatment and other rehabilitative services already provided at the North Dakota State Penitentiary has been significantly enhanced.

Number of inmates who received General Living Skills training during the 1985-87 biennium..... 210

Number of inmates who also received Career Development training..... 83

Number of inmates who received Aftercare Planning Services and referral to community support services..... 102

Number of inmates who received Aftercare Planning Services and referral to Centre, Inc., for halfway house support services..... 28

Number of inmates who received continuation of services within the institution..... 80

IN - SERVICE TRAINING ACTIVITIES

The Programs Department staff conducts periodic in-service training for institutional staff to upgrade the quality of services provided to inmate residents, and to promote more effective placement, handling and behavioral management techniques among security staff. Training is provided in such areas as crisis intervention and management, identification and response to psychiatric complications or personality disordered behavior, techniques of counseling and approaches to family therapy.

Educational practicums are provided to interested staff from community social service agencies and to students enrolled in a college or university. The practicums range from one week to three months in length and include participation in staff training, caseload assignments, case studies, and participation in individual, couples, family, and group counseling activities.

ROADBLOCKS TO PERFORMANCE AND PROGRAMMING DIFFICULTIES

1. The level of salaries provided to Programs Department staff is generally lower than that provided in the private sector and most other State agencies. As a result, it is increasingly difficult to persuade staff members to remain here. These inequities cause the need to provide ongoing training for new staff, only to learn that they will then leave to provide services in facilities with more adequate and equitable compensation. The inequities that exist between salaries provided at the Penitentiary and those offered elsewhere, make it extremely difficult to recruit capable people to fill vacancies that are created.

2. Caseloads per staff member are significantly larger, and the work of encouraging change in antisocial persons is typically far more strenuous than that experienced in general treatment environments. The penitentiary environment, the nature of crimes committed, and the progression of troublesome behavior reflected in incarcerated individuals mandates that service providers have knowledge and abilities beyond that required in more traditional settings, both in the private sector, and in most other state agencies. For example, episodes of severe depression, and displays of disruptive behavior are common, thereby requiring that staff be highly versed and readily capable of applying effective crisis intervention techniques. Addiction problems among inmates have typically progressed well beyond those encountered in general treatment facilities. Treatment for assaultive behavior and treatment of sexually aggressive individuals requires innovative techniques, and intensity far beyond that which must be implemented in more traditional settings.

3. With the increase in inmate population has come the need to house residents in areas previously available for rehabilitative activities. The subsequent shortage of usable space has made it extremely difficult to provide suitable levels of confidentiality in inmate disclosures, and in the protection of privileged inmate records. Suitable office space and equipment is at a premium, and some staff must work in areas with serious limitations in ventilation and other environmental controls.

ACTIVITY CURTAILMENT DUE TO INCREASED PRISON POPULATION AND STAFF LIMITATION

Activities Discontinued

1. Female inmate social skills program
2. Adolescent treatment group
3. Intensive imagery therapy processes

Activities Not Implemented

1. General offender treatment program
2. Violent offender treatment program
3. Women's issues treatment group
4. State Farm sick call services
5. Mental Health/Mental Retardation Services
6. Adolescent social skills program
7. Victim's issues treatment group
8. State Farm social skills program
9. Minimum Security Unit Infirmary services

PROGRAMS DEPARTMENT GOALS AND OBJECTIVES FOR THE 1987-89 BIENNIUM

1. Within the next few months we plan to implement a behavioral management unit in cooperation with the North Dakota State Hospital. This unit will be designed to more effectively respond to episodes of inmate disruptiveness, suicidal preoccupation, and other forms of crisis. The unit will provide increased environmental control, allow more efficient use of staff time, and further reduce the need for transfer of inmates to the State Hospital.

   Effective implementation of this unit will require renovation of existing facilities in the Infirmary area of the penitentiary and the addition of several staff positions so that adequate staffing patterns can be established.

2. We hope to re-establish the Imagery Therapy process to more effectively explore traumatic life experiences of inmate participants, thereby enhancing decision-making capabilities and more positive functional patterns.

3. We will attempt to expand treatment and social service processes to include inmates in need of rehabilitation due to specific forms of violence, and for those inmates in need of services who do not have a known history of physical aggression, sexual misconduct of addiction related problems.

4. With the opening of the new female inmate unit, we will attempt to re-introduce women's issues programming to address such areas as parenting skills, maternal bonding, sexuality, femininity, social processes, and the behavior and attitude which led to incarceration. We will also attempt to expand medical services of the female inmate population.

5. We plan to implement a corrections counselor training program to increase staff effectiveness and to provide opportunities for upward mobility of established security staff. We also plan to expand the present internship program which provides opportunities for interested staff from community social service agencies, and for students enrolled in college or university programs to increase their skills, knowledge, and development. These activities will be coordinated with other training processes established through the security staff of the institution.

6. We intend to intensify and shorten treatment and social service programming to address the increased number of Federal inmates that it will be necessary to house at the penitentiary to meet revenue requirements.

7. We intend to expand upon treatment, medical, and social services provided at the State Farm and at the Minimum Security Unit.

8. We intend to develop an inmate orderly program patterned after the established inmate peer counselor program to assist staff in performing medical and behavioral management activities.

9. We intend to establish an outreach process with other institutional departments to promote team effort and cooperative relationships throughout the Penitentiary environment.

10. We intend to expand upon our present AIDS policy by establishig a comprehensive approach to address the AIDS problem. Programming and training will focus on four fundamental areas: appropriate handling, physical effects, and spiritual and emotional responses. Activities will be established for both the inmates and the staff.

11. We plan to implement a program to encourage the involvement of the victims of criminal behavior in the treatment process of incarcerated individuals. Particular emphasis will be placed on providing the victims of physical assault, sexual aggression, and the survivors of homicidal activity with the opportunity to explore their unresolved conflicts and feelings through an environment that will provide support and resolution.

Current levels of funding and limitations in the number of authorized staff available will permit the implementation of these planned activities on only a limited basis. Therefore, we have already begun the application process for technical assistance grant funding to supplement programming already established, and to bring about more effective development of the planned activities and services. During the course of the 1985-87 biennium we submitted 5 grant proposals for that purpose. To date, three requests have been denied, one has been approved for J.T.P.A. funding through Job Service North Dakota, and one remains pending with the possibility of approval within the next two months.

Statistics indicate that the rate of return of former inmates to incarceration is dramatically reduced through meaningful participation in rehabilitative programs and family counseling provided within the penitentiary setting. When the cost of programming is compared with the cost of providing incarceration ($12,669 per inmate per year), the savings to the taxpayers of the State of North Dakota indeed become significant.

EDUCATIONAL ACTIVITIES

A number of educational programs have been developed at the North Dakota State Penitentiary and State Farm to help an individual meet his education needs. During 1985-87, the following educational activities were recorded:

Developmental Reading: Designed to help pupils develop reading skills needed in today's society at both the State Farm and Penitentiary. Usually individuals are placed in this program to develop sufficient reading skills to be placed in the adult education program. Approximately 20 individuals were involved during the biennium.

Adult Basic Education - General Equivalency Diploma: The basic purpose of this program is to assist the student to prepare for the High School Equivalency Test at both the State Farm and the Penitentiary. During the 1985-87 biennium, 219 students were tested. Of these, 176 individuals passed the test and received their GED.

Vocational Education: Three vocational courses are offered at the State Farm and one vocational course is offered at the Penitentiary.

1. Auto Mechanics Mobile Training Lab. This 12 week course offered at the Penitentiary teaches auto tune up and electrics. A diploma is issued from the State School of Science at Wahpeton. There were 49 students enrolled during the biennium.

2. Welding. This course offered at the State Farm is designed to teach the student the fundamentals of welding. A certificate is offered through Bismarck State College. The enrollment in this course was 53.

3. Carpentry. This program offered at the State Farm is designed to teach the student the fundamentals of basic carpentry. A certificate is offered through Bismarck State College. The enrollment in this course was 60.

4. Auto mechanics. This course offered at the State Farm is designed to teach the student the fundamentals of auto tune up and electrics. A certificate is offered through Bismarck State College. The enroliment in this course was 40.

Music Program: The music program at the Penitentiary has been active over twenty years under the supervision of Wally Kittler. The program remains very popular among the inmates with approximately 45 individuals participating each month. In addition to the instruction and practice received, they performed a concert for the general public each year of the biennium. These two concerts were possible because of the number of quality musicians incarcerated during the biennium.

Other Education Programs: In addition to the regular educational opportunities, special interest programs were provided when funds were available. A beginning art course was offered once per week for 12 weeks to 12 inmates. Also, a beginning computer class was offered twice during the biennium to a total of 37 students.

College Classes: Inmates at the North Dakota State Penitentiary may receive an Associate in Arts degree from Bismarck State College. All classes are held during the day at the institution. Highly motivated students can receive their Associate in Arts degree in two years at the institution.

During the 1985-87 biennium, 56 inmates were involved in our college program either full time or part time. Also during this period, a total of eight inmates completed the requirements for their Associate in Arts degree. Five of these eight graduates elected to attend the May graduation ceremonies. One graduated in May, 1986, and four graduated in May, 1987.

Education Release: Education release is a privilege granted to inmates by the Warden and Parole Board. The program allows the inmate to live in a less secure setting and go out into the community to a school setting during a portion of the day and then return to the institution.

During the 1985-87 biennium, six inmates were placed on education release. Five attended Bismarck State College and one attended University of Mary. No one was removed due to institutional or education release rule violations. However, one inmate quit his welding program just prior to completion of the program.

Law Library

To keep the law library in compliance with State and Federal law, required material must be updated monthly. In order to meet these requirements, over $6000 was spent during the biennium to purchase the required criminal code, periodicals, and books. The usage of the law library remains very high with an average of 141 inmates using it per month.

Library

The library provides inmates an opportunity for educational and recreational purposes. The use of the library remains very high with approximately 2000 visits each month. In addition to inmates checking out the penitentiary's books, books may be obtained from the State Library and inter-agency loan. The State Library provides professional staff for inmate assistance five evenings per week.

A small library has also been developed at the State Farm to provide leisure time reading. With the continued rise in population at the State Farm, library services were needed more than once a weeek. Now, State Farmers have the advantage of daily library services.

WORK RELEASE ACTIVITIES

Work release is a privilege granted to an inmate by the Warden and Parole Board. The program allows the inmate to live in a less secure setting and go out into the community to work during a portion of the day, earn wages, and then return to the Penitentiary. Wages are paid directly to him/her and must be deposited in their personal accounts at the Penitentiary. Money is allowed to be drawn for personal needs, restitution, support of family, etc. The inmate is transported to and from his/her place of employment by the Penitentiary. Lunches are furnished by the Penitentiary. A maximum of $5 per day or 19% of their gross wages is deducted for room and board.

After the inmate receives a work release date from the Parole Board, the employment counselor at the Penitentiary interviews the inmate, has the inmate complete an application for employment including past work history and job interest. The counselor determines if there are any programs that will benefit the inmate and makes the appropriate contacts. If no job has been obtained by the date the inmate is to begin working, he/she is taken to Job Service of North Dakota to file an application for employment. In the past, construction contractors employed the largest percentage of work release inmates, but with the cut back in construction, food services has now been employing the largest portion. New employers became involved in the work release program each year and each of them have been quite satisfied with the results. Jobs have been very scarce the last two years, however, employers in the Bismarck-Mandan area have been very cooperative with the work release program.

	7/1/85 to 6/30/86	7/1/86 to 6/30/87
Inmates placed on work release	52	29
Successes on work release	43	26
Failures on work release	9*	3**

Approximately 160 different businesses were contacted for employment of inmates, in addition to Job Service of North Dakota.

*Three inmates were taken off work release for violation of work release rules: one for repeatedly leaving his job site and being unmanageable; one for obtaining a motor vehicle, licensing it, and using the vehicle while on work release; and one for unauthorized contact with the public and investigation of drug activities.

Three inmates were fired from their jobs by the employers: one for being dishonest in recording work done; two for repeatedly not following orders and arguing with employer.

Two inmates were taken off work release because of using alcohol while on short leaves.

One inmate quit the job because he didn't want to work anymore.

**One inmate was taken off work release for diverting work release earnings to purchase a motor vehicle.

One inmate was taken off work release for using drugs. This same inmate was fired from his work release job.

One inmate was fired by employer for dishonesty on job.

SHORT LEAVE PROGRAM

Our short leave program began at the Penitentiary in October of 1972. It has been reserved for only those inmates on work or education release for a period of 30 days or more. Funeral leaves, family crisis leaves, or medical leaves are handled separately and individually by the Warden and Parole Board.

The short leave program is viewed as a reward program for those inmates who have made significant progress in returning to society. It has been an extremely successful program and the failure ratio on short leave is almost nil.

Short Leaves	7/1/85 to 6/30/86	7/1/86 to 6/30/87
Number of short leaves granted	41	29
Number of successful short leaves	39	29

CLASSIFICATION SYSTEM

The North Dakota Inmate Classification System was started at the NDSP around the concept of "risk management". This concept attempts to reduce and minimize the threat of escape, assault, and violations of the inmate handbook, while providing the inmate with a comprehensive and effective incarceration program. This is accomplished by maximizing supervision and control over inmates presenting the greatest risk to the public, staff, and other inmates and themselves while minimizing control over inmates who have properly adjusted to, and endorsed the institution's goals, objectives, and regulations.

The N.D. Inmate Classification System assigns inmates to three generic classification types (maximum, medium, minimum) in addition to specific education, treatment, and work programs, as well as housing areas. Overall, the classification system has worked well to meet the needs of the inmates and the institution. Among the areas of improvement noticed were increased involvement in educational programs, less job turnover in institutional and industry job assignments, fewer problems with inmates being transferred to minimum custody housing assignments, and better cooperation with inmates being involved in treatment.

During 1985-87, two inmates escaped from the NDSP system. Both escaped in April, 1986, with one walking away from the State Farm and the other walking away from our minimum security unit. One inmate was apprehended within a few hours after his escape, and the other was caught approximately three days later.

WOMEN'S UNIT

The Women's Unit was established in 1976. During this biennium, 34 females have been housed in the unit. Due to relatively short sentences received by women in the unit, only one has participated in the work release program, and none have been involved in education release.

All of the present female inmate population are employed in institutional work activities. Female inmates are employed in Rough Rider Industries, food service, maintenance, and the Business Office.

In November, 1987, the new Women's Unit will be opening. This unit has a 33 bed capacity, and we plan to house 20 Federal female inmates.

FEDERAL INMATES

On July 1, 1985, our Federal inmate count was 15. Over the months, it increased and reached its peak in December, 1985 at 20. The lowest count was 12 Federal inmates in February, March, and April, 1987. The average for the 24 month period was 14.71 per month.

The NDSP received $34.71 per day per Federal inmate for housing these Federal boarders. The average monthly payment received from the Federal Bureau of Prisons was $19,129.90 and for the biennium, the Bureau of Prisons' payment to North Dakota was $459,117.52.

In addition to the inmates received by the Federal Bureau of Prisons, the NDSP continued housing temporary inmates for the U. S. Marshal's office. The NDSP

averaged 3.88 U.S. Marshal's prisoners per month with a monthly payment of $1,574.97. The total received during the biennium was $37,799.19.

The NDSP also housed one prisoner directly from the U.S. Court during the biennium. The payment for this prisoner was $555.36.

Our institution had relatively few problems meeting the needs of our Federal boarders in regard to program involvement, including counseling, education, religious, medical, recreation, and employment in the institution. Most Federal boarders were very appreciative of being housed at the NDSP, and minimal problems were encountered between State and Federal inmates. Many of the Federal inmates accepted by the institution were sentenced directly by the U.S. Court in North Dakota in order to remain close to home or were sex offenders referred by other courts. In addition, our staff works closely with the Federal Community Programs Manager who is stationed in Bismarck, and the U.S. Marshal's Office, and if any problem arises in relationship to a Federal boarder, the Community Programs Manager and Marshal's Office are very cooperative in helping resolve it.

TABLE NO. 1
POPULATION MOVEMENT OF INMATES
For Two Year Period Ending 6/30/87
N. D. State Penitentiary

	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Received from Courts	240	10	254	13
Received as Parole Violators	13	0	12	0
Received as Probation Violators	29	1	34	1
Escapees Returned	2	0	0	0
Transfers from Other Jurisdictions	15	3	13	1
Returned from Appeal Bond	0	0	1	0
	299	14	314	15
Population at Beginning of Period	385	8	399	8
	684	22	713	23
Discharged by Expiration	73	4	77	4
Probation	78	4	83	7
Paroled	117	5	120	4
Transfers to Other Jurisdictions	9	0	7	0
Deceased	0	0	0	0
Other Releases: Court Order, Appeal Bond, etc.	6	1	9	0
Escaped	2	0	0	0
	285	14	296	15
Population at End of Period	399	8	417	8
	684	22	713	23

TABLE NO. 2
TRANSFERS TO AND FROM OTHER JURISDICTIONS
For Two Year Period Ending 6/30/87
N.D. State Penitentiary

	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Transfers from Other Jurisdictions:				
Sentenced in Federal Courts	12	3	8	1
Sentenced in Other States -				
Minnesota	2	0	3	0
Oregon	1	0	1	0
South Dakota	0	0	1	0
	15	3	13	1

TABLE NO. 2 CONT'D

	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Transfers to Other Jurisdictions:				
Federal transfers	6	0	2	0
Exchange contracts -				
Minnesota	0	0	4	0
Oregon	0	0	1	0
South Dakota	1	0	0	0
Transfers to New Number*	2	0	0	0
	9	0	7	0

*These inmates received an additional Penitentiary sentence which was longer than the original sentence, and thus received a new number.

TABLE NO. 3
INMATES RECEIVED FROM COURTS LAST 20 YEARS
N. D. State Penitentiary

Year	No. Rec'd	Year	No. Rec'd	
1968	88	1978	141	
1969	91	1979	152	
1970	85	1980	198	
1971	76		Male	Female
1972	125	1981	206	5
1973	128	1982	250	10
1974	123	1983	303	15
1975	139	1984	236	8
1976	154	1985	224	8
1977	156	1986	248	9
		1987 thru 6/30	139	6

TABLE NO. 4
AVERAGE DAILY POPULATION
Last 20 Years
N. D. State Penitentiary

Year	Population	Year	Population	
1968	157.90	1978	130.79	
1969	150.50	1979	204.85	
1970	155.40	1980	230.78	
1971	113.00	1981	260.85	
1972	125.94	1982	303.18	
1973	146.16		Male	Female
1974	134.26	1983	343.56	7.77
1975	139.67	1984	369.69	11.03
1976	184.99	1985	379.69	8.07
1977	218.04	1986	396.74	9.51
		1987 thru 6/30	395.24	9.12

TABLE NO. 5
AVERAGE DAILY POPULATION
For Two Year Period Ending 6/30/87
N. D. State Penitentiary

Month	Male	Female	Month	Male	Female
July, 1985	376.81	6.06	July	396.62	6.70
August	373.86	5.74	August	408.39	8.16
September	376.83	8.97	September	407.53	9.70
October	379.47	9.13	October	398.68	9.55
November	385.57	10.33	November	397.00	10.63
December	385.86	9.74	December	389.61	9.19
January, 1986	381.03	10.13	January, 1987	385.62	9.58
February	381.19	11.98	February	393.00	10.14
March	389.00	11.00	March	396.19	10.45
April	400.37	10.23	April	398.47	9.00
May	411.30	9.45	May	395.36	8.03
June	400.20	7.40	June	402.83	7.50

TABLE NO. 6
AVERAGE DAILY POPULATION
For Two Year Period
N. D. State Penitentiary

Average Population Year Ending 6/30/86	395.97
Average Population Year Ending 6/30/87	405.73
Average Population for 2 Year Period	400.85

TABLE NO. 7
DEATHS
For Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
Deaths	0	0	0	0

TABLE NO. 8
CRIMES CHARGED AGAINST INMATES
SENTENCED IN NORTH DAKOTA
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
Accomplice to Murder	0	0	1	0
Aggravated Assault	9	0	9	0
Aggravated Reckless Driving	0	0	1	0
Arson	2	0	4	0
Attempted Murder	1	0	1	0
Bail Jumping	3	0	10	0
Breaking Into a Vehicle	8	0	5	0

TABLE NO. 8 CONT'D

	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Burglary	163	0	99	0
Carrying a Concealed Weapon	1	0	1	0
Criminal Mischief	2	0	3	0
Criminal Trespass	4	0	4	0
Dealing in Stolen Property	1	0	0	0
Delivery Controlled Substance	36	0	47	8
DUI	2	0	6	0
DUS	1	0	1	0
Escape	5	0	7	1
False Information	2	0	0	0
Felonious Restraint	2	0	0	0
Fleeing Police Officer	1	0	2	0
Forgery	47	5	31	10
Gross Sexual Imposition	24	0	26	0
Illegal Possession of Deer Meat	0	0	1	0
Illegal Possession of Firearm	1	0	3	0
Incest	2	0	0	0
Issuing Bad Checks	0	1	9	0
Kidnapping	1	0	0	0
Manslaughter	1	1	3	0
Manufacture Controlled Substance	1	0	3	0
Menacing	2	0	1	0
Murder	2	0	3	0
Neglect of Child	1	0	1	0
Negligent Homicide	1	0	0	0
Perjury	2	0	1	0
Possession of Controlled Substance	10	0	23	1
Possession of Sawed Off Shotgun	1	0	1	0
Possession of Stolen Property	5	0	0	0
Preventing Arrest	1	0	0	0
Reckless Endangerment	4	0	7	0
Removing Child from State	1	0	0	0
Robbery	11	0	23	0
Selling Unregistered Securities	6	0	0	0
Sexual Assault	5	0	1	0
Sexual Imposition	5	0	3	0
Simple Assault	7	0	10	0
Terrorizing	5	0	6	0
Theft by Deception	11	0	4	0
Theft of Property	78	7	64	5
Threatening Public Servants	3	0	0	0
Unauthorized Use of Motor Vehicle	4	0	6	0
	485	14	431	25

NOTE: Crimes exceed inmates received from courts as some inmates were charged with more than one crime.

TABLE NO. 9
CRIMES - VIOLENT/NONVIOLENT
For Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
Violent Crimes	72	1	84	0
Nonviolent Crimes	168	9	170	13
	240	10	254	13

TABLE NO. 10
SENTENCES OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
Sentences	Male	Female	Male	Female
1 month	3	0	2	0
2 months	1	1	0	0
4 months	1	0	1	0
5 months	0	0	1	0
6 months	1	0	6	0
7 months	1	0	0	0
9 months	0	1	0	0
1 year	34	2	46	1
13 months	1	0	4	0
14 months	0	0	1	0
15 months	0	0	1	0
16 months	0	0	1	0
18 months	17	2	11	0
19 months	1	0	0	0
20 months	4	0	1	0
22 months	2	0	0	0
2 years	87	0	58	4
27 months	1	0	0	0
30 months	10	0	6	0
33 months	1	0	0	0
3 years	65	3	81	17
40 months	0	0	2	0
3½ years	0	0	5	0
3 years & 9 months	7	0	0	0
4 years	46	2	48	0
5 years	191	3	110	3
6 years	1	0	9	0
7 years	1	0	4	0
8 years	0	0	10	0
10 years	6	0	17	0
15 years	0	0	2	0
20 years	1	0	3	0
50 years	0	0	1	0
Life	2	0	0	0
	485	14	431	25

NOTE: Number of sentences exceed number of inmates received as some inmates received more than one sentence.

TABLE NO. 11
COMMITMENTS FROM VARIOUS COUNTIES
Received During Two Year Period
N. D. State Penitentiary

County	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female	County	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Adams	1	1	0	0	McHenry	1	0	5	0
Barnes	4	0	7	0	McIntosh	1	0	1	0
Benson	2	0	2	0	McKenzie	4	0	8	1
Billings	0	0	1	0	McLean	0	0	1	0
Bottineau	5	0	0	0	Mercer	4	0	3	0
Burleigh	34	3	46	1	Morton	10	0	10	0
Cass	35	1	36	4	Mountrail	1	0	5	0
Cavalier	2	0	2	0	Nelson	0	0	1	0
Dickey	2	0	3	0	Pierce	2	0	2	0
Divide	2	0	3	0	Ramsey	4	0	11	0
Dunn	0	0	1	0	Richland	4	1	5	0
Eddy	0	1	0	0	Rolette	5	0	14	0
Emmons	0	0	1	0	Stark	15	1	10	1
Foster	0	0	2	0	Stutsman	11	1	9	1
Golden Valley	1	0	0	0	Towner	3	0	3	0
Grand Forks	30	0	27	0	Traill	2	0	0	0
Griggs	2	0	1	0	Walsh	6	0	2	0
Hettinger	1	0	1	0	Ward	35	1	29	1
Kidder	1	0	0	0	Wells	0	0	1	0
LaMoure	2	0	3	0	Williams	16	1	29	4
						249	11	285	13

NOTE: Number of counties may exceed number of inmates received as some inmates may have been sentenced in more than one county.

TABLE NO. 12
PREVIOUS FELONY CONVICTIONS
Received During Two Year Period
N. D. State Penitentiary

Previous Convictions	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
None	152	8	138	10
One Previous Conviction	36	0	57	3
Two Previous Convictions	16	0	32	0
Three Previous Convictions	7	1	15	0
Four Previous Convictions	11	0	4	0
Five Previous Convictions	8	0	3	0
Six Previous Convictions	2	1	1	0
Seven Previous Convictions	5	0	1	0
Nine Previous Convictions	1	0	1	0
Twelve Previous Convictions	1	0	0	0
Fourteen Previous Convictions	0	0	1	0
Eighteen Previous Convictions	0	0	1	0
Nineteen Previous Convictions	1	0	0	0
	240	10	254	13

TABLE NO. 13
RESIDENCE OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
North Dakota Citizen	198	8	195	10
Not A North Dakota Citizen	42	2	59	3
	240	10	254	13

TABLE NO. 14
RACE AND SEX OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
Race	Male	Female	Male	Female
Caucasian	199	8	199	13
Indian	36	2	47	0
Black	2	0	3	0
Hispanic	3	0	4	0
Asian	0	0	1	0
	240	10	254	13

TABLE NO. 15
MARITAL STATUS OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
Marital Status	Male	Female	Male	Female
Single	133	3	138	2
Married	47	1	63	4
Divorced	55	5	47	3
Separated	4	1	6	4
Widowed	1	0	0	0
	240	10	254	13

TABLE NO. 16
EMPLOYMENT STATUS OF INMATES
Received During Two Year Period
N. D. State Penitentiary

	Ending 6/30/86		Ending 6/30/87	
Employment	Male	Female	Male	Female
Employed at time of arrest	106	3	109	3
Unemployed at time of arrest	134	7	145	10
	240	10	254	13

TABLE NO. 17
EDUCATION LEVEL OF INMATES
Received During Two Year Period
N. D. State Penitentiary

Education	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
2 years	1	0	0	0
6 years	2	0	2	0
7 years	6	1	4	0
8 years	22	0	21	0
9 years	26	1	16	1
10 years	18	0	21	0
11 years	15	0	12	1
12 years or G.E.D.	130	7	130	9
13 years	5	0	17	1
14 years	9	1	15	1
15 years	3	0	9	0
16 years	2	0	4	0
17 years	1	0	2	0
18 years	0	0	1	0
	240	10	254	13

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TABLE NO. 2
INMATES RECEIVED FROM COURTS
Last 20 Years
N. D. State Farm

Year	No. Rec'd	Year	No. Rec'd	
1968	75	1978	95	
1969	49	1979	86	
1970	68	1980	131	
1971	70		Male	Female
1972	67	1981	118	3
1973	67	1982	104	5
1974	80	1983	120	0
1975	105	1984	120	3
1976	82	1985	127	1
1977	117	1986	110	3
		1987 thru 6/30	45	1

TABLE NO. 3
AVERAGE DAILY POPULATION
Last 20 Years
N. D. State Farm

Year	Average	Year	Average	
1968	38.05	1978	41.00	
1969	21.01	1979	34.75	
1970	26.65	1980	52.99	
1971	28.93	1981	54.64	
1972	24.77	1982	49.66	
1973	36.76		Male	Female
1974	27.86	1983	51.27	0
1975	38.32	1984	45.35	0
1976	38.93	1985	48.78	.60
1977	44.03	1986	45.77	.50
		1987 thru 6/30	43.73	0

TABLE NO. 4
AVERAGE DAILY POPULATION
For Two Year Period Ending 6/30/87
N. D. State Farm

Month	Male	Female	Month	Male	Female
July, 1985	51.80	0.00	July	41.84	0.00
August	54.90	0.00	August	39.94	0.00
September	50.60	0.00	September	40.33	0.00
October	48.40	0.00	October	53.00	0.00
November	48.00	0.00	November	50.60	0.00
December	44.70	0.00	December	51.60	0.00
January, 1986	44.32	1.00	January, 1987	45.60	0.00
February	47.59	2.48	February	45.20	0.00
March	50.06	1.48	March	43.77	0.00
April	47.80	1.00	April	42.60	0.00
May	43.97	1.00	May	43.16	0.00
June	38.16	0.00	June	42.03	0.00

TABLE NO. 5
AVERAGE DAILY POPULATION
For Two Year Period
N. D. State Farm

Average Daily Population for Year Ending June 30, 1986	48.11
Average Daily Population for Year Ending June 30, 1987	44.97
Average Daily Population for Two Year Period	46.54

TABLE NO. 6
DEATHS
For Two Year Period
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
Deaths	0	0	0	0

TABLE NO. 7
CRIMES CHARGED AGAINST INMATES
SENTENCED IN NORTH DAKOTA
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
Crime	Male	Female	Male	Female
Aggravated Assault	3	0	0	0
Bail Jumping	1	0	0	0
Breaking into a Vehicle	1	0	5	0
Burglary	22	1	24	1
Carrying a Concealed Weapon	2	0	0	0
Carrying a Pistol w/o a License	0	1	0	0
Child Abuse	1	0	0	0
Contributing to the Delinquency of a Minor	2	0	0	0
Contributing to the Deprivation of a Minor	0	0	2	0
Criminal Mischief	3	0	4	0
Criminal Trespass	7	0	4	0
Defrauding Secured Creditor	1	0	0	0
Delivery of Alcohol to Person Under 21	2	0	1	0
Delivery of a Controlled Substance	6	0	3	0
Disorderly Conduct	1	0	0	0
DUI	25	0	19	0
DUS	7	0	5	0
Escape	1	0	3	0
False Report to Law Enforcement Officer	0	0	2	0
Fleeing a Police Officer	2	0	6	0
Forgery	6	0	5	1
Gross Sexual Imposition	4	0	0	0
Harassment	0	0	1	0
Issuing Bad Checks	4	1	3	1
Leaving the Scene of an Accident	0	0	1	0
Menacing	1	0	2	0

TABLE NO. 7 CONT'D

Crime	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Possession of Contraband Useful for Escape	1	0	0	0
Possession of a Controlled Substance	0	0	2	0
Possession of Drug Paraphernalia	1	0	2	0
Possession of Firearm by Convicted Felon	0	0	1	0
Practicing Law w/o License	0	0	4	0
Reckless Driving	1	0	2	0
Reckless Endangerment	1	0	3	0
Removal of Child	1	0	0	0
Resisting Arrest	1	0	1	0
Revocation of Probation	1	0	0	0
Robbery	2	0	0	0
Sexual Assault	0	0	1	0
Simple Assault	2	0	1	0
Speeding	0	0	1	0
Tampering with Physical Evidence	0	0	1	0
Tampering with Witness	0	0	1	0
Theft by Deception	8	0	0	0
Theft of Property	26	0	27	0
Unauthorized Use of a Motor Vehicle	6	0	9	0
Violation of Protection Order	1	0	2	0
	154	3	148	3

Note: Crimes exceed inmates received from courts as some inmates were charged with more than one crime.

TABLE NO. 8
CRIMES - VIOLENT/NONVIOLENT
N. D. State Farm

	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Violent Crimes	14	0	12	0
Nonviolent Crimes	100	3	91	2
	114	3	103	2

TABLE NO. 9
SENTENCES OF INMATES
Received During Two Year Period
N. D. State Farm

Sentences	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
25 days	0	0	1	0
1 month	14	0	5	0
50 days	0	0	4	0

TABLE NO. 9 CONT'D

Sentences	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
2 months	1	0	2	0
66 days	1	0	0	0
3 months	9	0	2	0
4 months	4	0	0	0
5 months	0	0	1	0
6 months	15	0	17	0
8 months	1	0	0	0
9 months	7	0	5	0
10 months	1	0	0	0
11 months	0	0	1	0
1 year	101	3	110	3
	154	3	148	3

NOTE: Number of sentences exceed number of inmates received as some inmates received more than one sentence.

TABLE NO. 10
COMMITMENTS FROM VARIOUS COUNTIES
Received During Two Year Period
N. D. State Farm

County	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female	County	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
Adams	2	0	0	0	McKenzie	1	0	2	0
Barnes	2	1	5	0	McLean	2	0	2	0
Benson	1	0	0	0	Mercer	2	0	1	0
Bottineau	0	0	1	0	Morton	4	0	10	0
Bowman	0	0	2	0	Mountrail	0	0	2	0
Burleigh	12	1	9	0	Pembina	3	0	2	0
Cass	16	0	8	0	Pierce	1	0	1	0
Cavalier	0	0	3	0	Ramsey	3	0	4	0
Dunn	5	0	7	0	Ransom	1	0	0	0
Emmons	1	0	1	0	Richland	1	0	1	0
Golden Valley	1	0	0	0	Rolette	7	0	3	1
Grand Forks	11	0	11	2	Sargent	1	0	0	0
Grant	1	0	0	0	Stark	3	0	2	0
Griggs	1	0	0	0	Stutsman	13	1	3	0
Hettinger	3	0	0	0	Towner	0	0	2	0
Kidder	0	0	1	0	Traill	2	0	2	0
LaMoure	1	0	2	0	Walsh	2	0	7	0
Logan	0	0	2	0	Ward	3	0	4	0
McHenry	3	0	0	0	Wells	0	0	1	0
McIntosh	0	0	2	0	Williams	5	0	4	0
						114	3	107	3

NOTE: Commitments exceed number of inmates received as some inmates were sentenced in more than one county.

TABLE NO. 11
RESIDENCE OF INMATES
Received During Two Year Period
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
North Dakota Citizen	97	3	93	2
Not a North Dakota Citizen	17	0	10	0
	114	3	103	2

TABLE NO. 12
RACE AND SEX OF INMATES
Received During Two Year Period
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
Race	Male	Female	Male	Female
Caucasian	84	3	74	1
Indian	28	0	27	1
Asian	1	0	1	0
Hispanic	1	0	1	0
	114	3	103	2

TABLE NO. 13
MARITAL STATUS OF INMATES
Received During Two Year Period
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
Marital Status	Male	Female	Male	Female
Single	74	1	75	0
Married	20	0	9	2
Separated	4	1	1	0
Divorced	16	1	16	0
Widowed	0	0	2	0
	114	3	103	2

TABLE NO. 14
EMPLOYMENT OF INMATES
Received During Two Year Period
N. D. State Farm

	Ending 6/30/86		Ending 6/30/87	
	Male	Female	Male	Female
Employed at time of arrest	45	2	47	2
Unemployed at time of arrest	69	1	56	0
	114	3	103	2

TABLE NO. 15
EDUCATION LEVEL OF INMATES
Received During Two Year Period
N. D. State Farm

Education	Ending 6/30/86 Male	Female	Ending 6/30/87 Male	Female
None	0	0	1	0
4 years	0	0	1	0
5 years	0	0	1	0
6 years	0	0	1	0
7 years	5	0	1	0
8 years	8	0	8	0
9 years	6	0	10	0
10 years	11	0	8	0
11 years	19	0	16	1
12 years or G.E.D.	53	3	47	1
13 years	4	0	3	0
14 years	6	0	2	0
15 years	1	0	1	0
16 years	1	0	3	0
	114	3	103	2

NORTH DAKOTA STATE PENITENTIARY

REVENUE/EXPENDITURES FOR FISCAL YEAR ENDING JUNE 30, 1986

8145	Care & Treatment	$ 252,064.53
8613	Lease/Rental of Equipment	1,283.84
8740	Sale of Salvage and Scrap	53.93
8750	Sale of Meals	1,375.75
8889	Miscellaneous	50,295.92
	Total Revenue	$ 305,073.97
1000	Salaries and Wages	$2,789,882.77
1080	Temporary Salaries	99,067.69
1090	Overtime	63,525.83
1095	Paid Annual Leave	16,954.73
1830	Social Security	211,054.38
1840	Hospital Insurance	240,601.64
1850	Workmen's Compensation Premiums	20,980.54
1870	Unemployment Insurance	10,026.37
1880	State Retirement Contributions	254,465.22
	Total Salaries	$3,706,559.17
2110	In-State Meals	$ 1,222.00
2111	Out-of-State Meals	2,361.00
2115	In-State Lodging	1,148.61
2116	Out-of-State Lodging	3,558.37
2121	Out-of-State Mileage	572.40
2122	Air Transportation In-State	500.13
2123	Air Transportation Out-of-State	3,551.16
2125	Other Commercial Transportation	260.89
2140	Motor Pool Car Mileage	11,453.94
2150	Miscellaneous Travel	362.73
2160	Travel-Non Employees	7,155.52
2185	Patient & Inmate Allowance	97,806.67
2210	Water & Garbage	63,921.21
2220	Natural Gas	81,445.43
2230	Electricity	148,801.41
2300	Lease Rentals	10,315.15
2400	Postage & P.O. Box Rental	12,481.89
2420	Telephone	4,599.73
2500	Repair Services	11,769.82
2515	Service Contracts	12,711.17
2525	Miscellaneous Contractual Fees	2,944.44
2599	Repairs Not Classified	1,373.34
2611	Medical Fees	147,730.13
2680	Instructors	25,733.50
2699	Professionals Not Classified	112,400.45
2799	Insurances	27,877.63
2914	Licenses - Taxes	465.00
2915	Dues - Memberships	635.00

2916	Freight & Express	4,219.55
2918	Extermination Services	3,215.80
2931	Inmate & Patient Release	1,874.76
2975	Tuition Fees	65,533.76
2976	Stipends	39,654.95
2999	Miscellaneous Fees	1,060.92
3050	Office Supplies	16,793.70
3200	Printing	5,522.63
3210	Books	4,128.25
3215	Periodicals & Subscriptions	6,421.97
3225	Educational Supplies	5,411.66
3250	Scientific Supplies	2,505.03
3300	Food Supplies	367,372.06
3350	Dry Goods	27,706.90
3352	Clothing	43,806.96
3355	Uniforms/Safety Clothing	12,076.02
3400	Lab Supplies	5,988.71
3420	Medicine & Drugs	41,824.24
3425	Dental Supplies	2,775.00
3430	Optical Supplies	6,153.50
3435	Other Surgical & Medical Supplies	3,676.42
3460	Dishes/Silverware	3,066.92
3470	Laundry Supplies	2,659.15
3475	Janitorial	38,995.27
3500	Seeds-Trees-Shrubs	1,102.32
3550	Hardware & Bldg. Supplies	25,026.34
3555	Expendable Tools	5,465.50
3560	Paint	5,391.21
3570	Plumbing	16,237.43
3575	Electrical	18,641.50
3580	Boiler	181.86
3585	Equipment Repair Parts	25,577.54
3603	Coal	70,966.34
3605	Other Petroleum Products	20,481.02
3650	Road Supplies	1,402.47
3701	Video/Audio Supplies	5,159.15
3705	Promotional Supplies	1,079.89
3715	Ammunition & Explosives	2,769.19
3725	Recreational Supplies	6,080.41
3750	Metals, Lumber, and Cement	5,277.59
3765	Other Supplies-Not Classified	13,395.34
3767	Health & Beauty Supplies	3,952.38
3800	Fuel & Oil - Vehicle	25,623.49
3803	Repair Parts - Vehicle	4,896.89
3807	Repair Parts - Radio	781.20
3964	Chemicals	101.58
	Total Operating Expenses	$1,767,193.49

4110	Radio Equipment	605.00
4118	Photo Equipment	110.00
4140	School Equipment	103.76
4150	Equipment Under $300	598.92
4160	Office Machines	3,807.97
4170	Furniture & Furnishings	3,324.99
4180	Motor Vehicles	48,697.91
4190	Machinery & Other Equipment	28,033.35
	Total Equipment	$ 85,281.90
5205	Capital Improvements	$ 181,803.60
	Grand Total Revenue	$ 305,073.97
	Grand Total Expenditures	$5,740,838.16

NORTH DAKOTA STATE PENITENTIARY

REVENUE/EXPENDITURES FOR FISCAL YEAR ENDING JUNE 30, 1987

8145	Care & Treatment	$ 279,626.80
8612	Lease/Rental of Rooms-Bldgs.	1,415.00
8613	Lease/Rental of Equipment	1,132.86
8740	Sale of Salvage & Scrap	467.44
8750	Sale of Meals	1,439.25
8889	Miscellaneous	89,735.96
8940	Jury Pay	25.00
	Total Revenue	$ 373,842.31
1000	Salaries & Wages	$ 2,942,213.87
1080	Temporary Salaries	113,004.48
1090	Overtime	81,889.09
1095	Paid Annual Leave	7,313.72
1830	Social Security	224,825.30
1840	Hospital Insurance	257,140.68
1850	Workmen's Compensation Premiums	22,275.00
1870	Unemployment Insurance	10,334.96
1880	State Retirement Contribution	268,524.37
	Total Salaries	$ 3,927,521.47
2020	Microfilm Service	$ 23.63
2110	In-State Meals	1,749.87
2111	Out-of-State Meals	2,479.50
2115	In-State Lodging	1,197.39
2116	Out-of-State Lodging	4,621.61
2120	In-State Mileage	272.00
2121	Out-of-State Mileage	-0-
2122	Air Transportation In-State	-0-
2123	Air Transportation Out-of-State	3,906.00
2124	Other Commercial Transportation In-State	24.25
2125	Other Commercial Transportation Out-of-State	407.03
2140	Motor Pool Car Mileage	17,808.32
2150	Miscellaneous Travel	275.23
2160	Travel Non-Employees	9,201.69
2185	Patient & Inmate Allowance	127,605.57
2210	Water & Garbage	74,239.11
2220	Natural Gas	57,273.21
2230	Electricity	168,175.03
2300	Lease/Rentals	16,895.85
2400	Postage & P.O. Box Rental	14,274.84
2420	Telephone	5,349.21
2500	Repair Services	20,865.26
2515	Service Contracts	5,892.60
2525	Miscellaneous Contractual Fees	6,778.21
2599	Repairs Not Classified	14,993.27
2611	Medical Fees	123,525.33
2613	Audit Fees	3,871.00

2680	Instructors	6,160.00
2699	Professionals Not Classified	175,656.43
2799	Insurance	33,995.10
2914	Licenses-Taxes	-0-
2915	Dues - Memberships	177.00
2916	Freight & Express	4,776.20
2918	Extermination Services	3,027.00
2931	Inmate & Patient Release	1,237.80
2975	Tuition Fees	95,058.38
2976	Stipends	19,826.95
2999	Miscellaneous Fees	506.00
3050	Office Supplies	16,815.07
3200	Printing	5,683.65
3210	Books	2,816.14
3215	Periodicals & Subscriptions	6,522.30
3225	Educational Supplies	9,312.78
3250	Scientific Supplies	1,481.92
3300	Food Supplies	406,012.64
3350	Dry Goods	27,157.93
3352	Clothing	37,677.85
3355	Uniforms/Safety Clothing	9,118.17
3400	Lab Supplies	5,405.02
3420	Medicine & Drugs	66,780.72
3425	Dental Supplies	16,801.00
3430	Optical Supplies	7,463.50
3435	Other Surgical & Medical Supplies	2,481.96
3460	Dishes/Silverware	6,907.79
3470	Laundry Supplies	3,123.40
3475	Janitorial Supplies	47,215.49
3500	Seeds-Trees-Shrubs	2,168.31
3550	Hardware & Bldg. Supplies	43,247.10
3555	Expendable Tools	7,292.03
3560	Paint	10,853.30
3570	Plumbing	20,312.28
3575	Electrical	29,926.98
3580	Boiler	923.82
3585	Equipment Repair Parts	25,142.23
3603	Coal	47,007.73
3605	Other Petroleum Products	16,916.76
3650	Road Supplies	2,344.59
3701	Video/Audio Supplies	719.33
3705	Promotional Supplies	3,284.56
3715	Ammunition & Explosives	1,263.60
3725	Recreational Supplies	8,718.60
3750	Metals, Lumber and Cement	9,944.93
3765	Other Supplies - Not Classified	17,088.69
3767	Health & Beauty Supplies	4,758.65
3800	Fuel & Oil - Vehicle	20,529.11
3803	Repair Parts - Vehicle	2,487.17
3807	Repair Parts - Radio	4,341.78
3964	Chemicals	16,416.43
	Total Operating Expenses	$ 1,996,591.18

4100	Shop Equipment	$ 6,732.02
4110	Radio Equipment	9,901.20
4150	Equipment Under $300	409.88
4160	Office Machines	6,779.75
4170	Furniture & Furnishings	2,982.00
4190	Machinery & Other Equipment	28,948.68
	Total Equipment	$ 55,753.53
5205	Capital Improvements	$ 232,068.98
	Grand Total Revenue	$ 373,842.31
	Grand Total Expenditures	$ 6,211,935.16

NORTH DAKOTA STATE PENITENTIARY

COMPARATIVE STATEMENT OF CHANGES IN INMATE FUNDS BALANCES
For fiscal years ending June 30, 1986 & 1987

INMATE FUNDS - TRUSTS & AGENCY

Beginning Balances:		
Inmate Personal	$ 37,129.40 *1	$ 29,238.94 *4
Inmate Temporary Aid	20,491.32 *2	19,346.37 *5
Cable	7,259.83	9,715.28 *4
Commissary	11,259.08 *3	18,365.83 *6
Room & Board	-0-	-0-
Support & Restitution	-0-	-0-
Postage	-0-	7.76
Balance as of June 30, 1985	$ 76,139.63	
Balance as of June 30, 1986		$ 76,674.18

	1986	1987
ADDITIONS:		
Inmate Personal	$ 646,285.65	$ 675,100.37
Inmate Temporary Aid	27,096.08	31,843.68
Cable	18,451.29	18,490.30
Commissary	330,680.39	353,080.20
Room & Board	6,637.12	4,976.70
Support & Resitution	1,361.68	1,744.16
Postage	3,188.17	4,277.98
Total Additions	$1,033,700.38	$1,089,513.39
Total Funds Available	$1,109,840.01	$1,166,187.57
DEDUCTIONS:		
Inmate Personal	$ 654,176.11	$ 668,268.64
Inmate Temporary Aid	28,241.03	28,846.39
Cable	15,995.84	16,341.90
Commissary	323,573.64	351,487.52
Room & Board	6,637.12	4,976.70
Support & Restitution	1,361.68	1,744.16
Postage	3,180.41	4,285.74
Total Deductions	$1,033,165.83	$1,075,951.05
Balance as of June 30, 1986	$ 76,674.18	
Balance as of June 30, 1987		$ 90,236.52

NORTH DAKOTA STATE PENITENTIARY

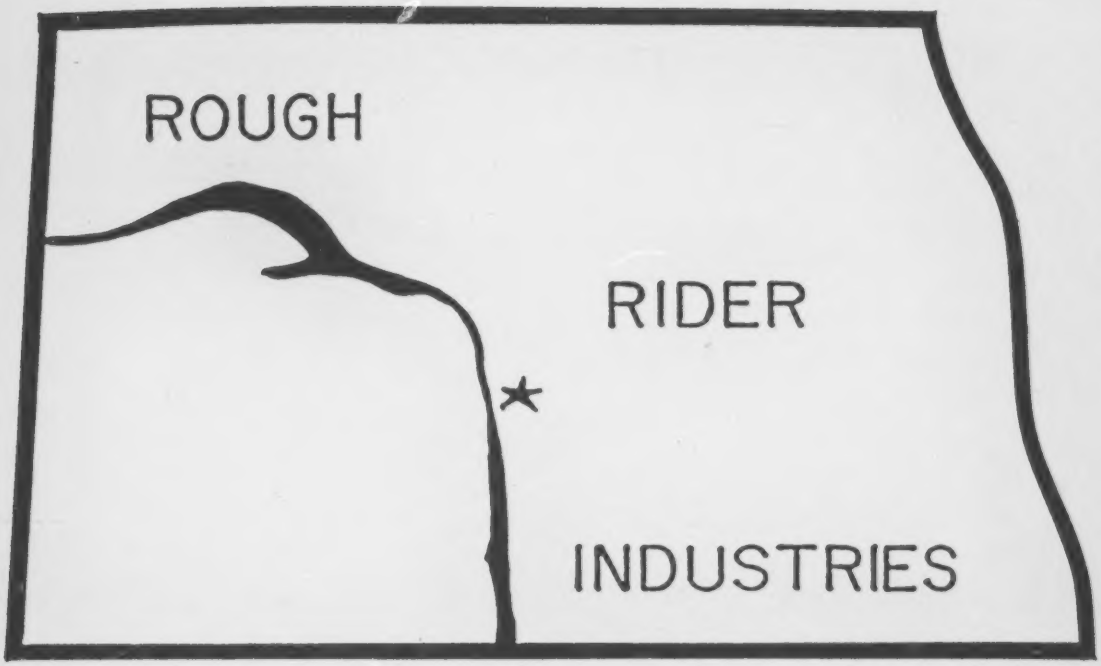
COMPARATIVE STATEMENT OF CHANGES IN INMATE FUNDS BALANCES
For fiscal years ending June 30, 1986 & 1987

Balances consist of:		
Inmate Personal	$ 29,238.94 *4	$ 36,070.67 *7
Inmate Temporary Aid	19,346.37 *5	22,343.66 *8
Cable	9,715.28 *4	11,863.68
Commissary	18,365.83 *6	19,958.51 *9
Room and Board	-0-	-0-
Support and Restitution	-0-	-0-
Postage	7.76	-0-
Balance as of June 30, 1986	$ 76,674.18	
Balance as of June 30, 1987		$ 90,236.52

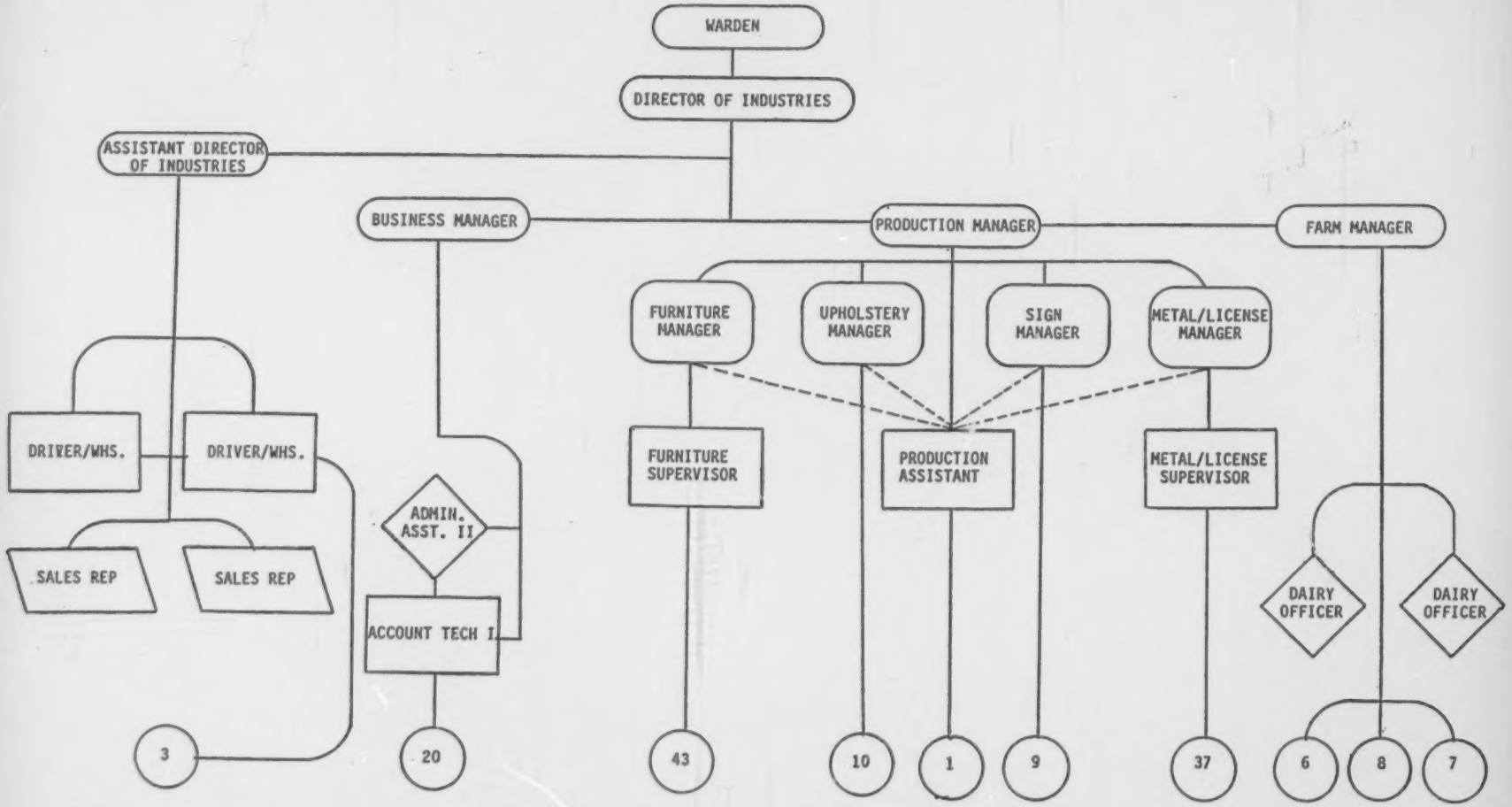
*1 Includes Accounts Receivable of	$ 23,980.99
*2 Includes Accounts Receivable of	2,755.60
*3 Includes Accounts Receivable of	360.75
*4 Includes Accounts Receivable of	38,317.42
*5 Includes Accounts Receivable of	2,440.71
*6 Includes Accounts Receivable of	95.20
*7 Includes Accounts Receivable of	21,925.85
*8 Includes Accounts Receivable of	2,431.08
*9 Includes Accounts Receivable of	601.15

BIENNIAL REPORT

JULY 1, 1985 —— JUNE 30, 1987



Rough Rider Industries
North Dakota State Penitentiary
P.O. Box 5521
Bismarck, North Dakota 58502


WARDEN
DIRECTOR OF INDUSTRIES
ASSISTANT DIRECTOR OF INDUSTRIES
BUSINESS MANAGER
PRODUCTION MANAGER
FARM MANAGER
FURNITURE MANAGER
UPHOLSTERY MANAGER
SIGN MANAGER
METAL/LICENSE MANAGER
DRIVER/WHS.
DRIVER/WHS.
SALES REP
SALES REP
ADMIN. ASST. II
ACCOUNT TECH I
FURNITURE SUPERVISOR
PRODUCTION ASSISTANT
METAL/LICENSE SUPERVISOR
DAIRY OFFICER
DAIRY OFFICER
3
20
43
10
1
9
37
6
8
7

ROUGH RIDER INDUSTRIES

Statutory Responsibilities and Function

Rough Rider Industries is the industrial division of the North Dakota State Penitentiary. It was established in 1974 to comply with North Dakota Century Code 12-48-01 which mandates, "All persons sentenced to imprisonment in the penitentiary and committed thereto shall be regularly employed for the benefit of the state".

The manner of employing inmates is mandated under statute 12-48-03 which requires that "...The prisoners shall be employed, insofar as practical, in the work to which they are best adapted and in the work that will make it possible for them to acquire skill so that they will be able to earn a livelihood when they are paroled or discharged from the institution...".

The various industry programs currently in existence have been established in compliance with statute 12-48-03.1 which states that, "The warden of the state penitentiary, under the direction and with the approval of the Director of Institutions, is authorized to establish, and engage in, such new prison industries as the Director deems necessary...".

Statutes pertaining to inmates employed outside the penitentiary, the prison industry advisory committee, and the procurement of tools and equipment are mandated under 12-48-05, 12-48-06.1, and 12-48-07 respectively.

Other statutory responsibilities and functions of the agency include those that relate to the security, treatment, and discipline of inmates as described under the statutory responsibilities of the North Dakota State Penitentiary.

Functional Changes

Two amendments passed by the 1987 legislative session will affect our current marketing strategies and reporting structure. Both amendments were passed on Senate Bill No. 2339.

One amendment relates to statute 12-48-03.1. Our authority to sell our products to government agencies and nonprofit organizations will remain the same. However, we are no longer authorized to sell to trade associations, fraternal organizations, co-ops, and health insurance companies. Instead, we will be allowed to sell through retailers to reach these and other markets.

The other amendment passed relates to statute 12-48-06.1, the prison industry advisory committee. This amendment requires that committee members consist of representatives of each type of industry within the prison.

These amendments will alter the current method of marketing our products and provide timely feedback from private sector organizations with whom we compete.

Major Goals and Objectives

The major goal of Rough Rider Industries is to achieve optimum inmate employment without adversely impacting private sector organizations in any one product or service line. Concurrent objectives are to provide meaningful employment which

offers inmates the opportunity to accumulate funds to make restitution, pay fines, and provide for personal and family expenses. Inmates may choose from a diversified range of employment opportunities to enhance or acquire a job skill, thus enabling them to earn a livelihood upon their release from prison. More importantly, are the work ethics which inmates must learn to retain employment.

Rough Rider Industries must generate sufficient revenues to meet its cost of operations from the sale of industry products. Although appropriated spending levels are established by state legislators, general funded tax dollars are not used in this program. Accordingly, the cost of training and security ultimately become part of the individual product cost. A modest profit is retained by the agency to allow for the replacement of equipment to keep pace with the current demand and to allow for start-up costs of new industry programs. Prison populations are growing and expansion is necessary to reduce inmate idleness.

Evaluation

The major goal and statutory responsibility of employing inmates for the benefit of the state was achieved during the 1985-87 biennium. Rough Rider Industries employed more inmates per inmate population than any other correctional industry program in the nation. The national average is 12 percent. Rough Rider Industries achieved 28 percent inmate employment. Rough Rider Industries was also one of three correctional industries that operated without an infusion of general funded tax dollars.

These accomplishments were recognized on a national level at the American Correctional Association convention, held in Las Vegas, Nevada on August, 1986. Two out of the sixteen staff employees received the highest award given by the ACA in their prospective fields. As a result, Rough Rider Industries continues to maintain its national reputation as one of the best correctional industries in the country. As a leader, Rough Rider Industries is looked upon as providing the highest inmate employment rate, the finest quality of products, the least tax supported program and as having the lowest incident rate of inmate uprising and sabatoge.

The state of North Dakota has benefited from the industry program in several ways. The employment of 28 percent of the inmate population from self-supported revenues remains the most viable solution to the serious problem of inmate idleness. It has reduced the need for other tax supported programs at the penitentiary. Many state agencies have taken advantage of the quality products and services and continue to express their satisfaction.

Nearly two million dollars was spent with North Dakota businesses for their services and the procurement of raw materials in this biennium. All cash receipts are deposited into the general fund. Rough Rider Industries draws from this account to pay its expenses, but does not exceed the amount of deposits. The state retains the interest income from the cash balances. Welfare assistance to inmate dependents is partially offset from any earnings inmates sent to their families. The inmates involved in this program that were released from prison during this biennium were given the chance to accumulate funds and learn a trade skill to increase their chances of finding employment on the outside.

Programs

The four major programs under the direction and control of Rough Rider Industries are:

1. Administration and Support (400)
2. Services (500)
3. Manufacturing (600)
4. Farm (700)

These programs are subdivided into cost centers designed to control expenditures for specific objectives. A summary of each program and subdivision provides an overview of the goals, difficulties encountered, accomplishments and future plans as follows.

ADMINISTRATION AND SUPPORT (400)

This program includes general administration, accounting and finance, marketing, warehousing, and transportation.

General Administration

Goals

To provide the necessary direction to ensure the success in achieving the agency goals and objectives through the planning, control, operational, and decision-making processes.

Accomplishments

The organizational chart contained in this report, resulted from an administrative decision to develop better communications among all industry personnel. Under the original plan, all program managers were peers. Under the new structure, an assistant director is clearly defined. This will correct the problem of uncertainty in the absence of the director.

Future Plans

Emphasis will be placed on encouraging all employees to participate in new ideas and to promote teamwork among all personnel.

Accounting and Finance

Goals

To provide an information system to measure, process, and record the activities of the agency from an economical viewpoint on a timely basis.

Difficulties Encountered

At the start of the biennium, cash was tied up in accounts receivable and inventories. There were no procedures in place to account for fixed assets. The information provided by OMB from agency reporting requirements on the state cash accounting system did not meet our needs to determine product costing. Efforts were made to develop an internal modified accrual system that would enable us to at least prepare pooled product costs by each of the different manufacturing shops. With limited staffing and the absence of any form of automation, this proved to be an overwhelming task that produced few meaningful results on a timely basis.

Accomplishments
Procedures were established to maintain and control cash flows. Although the agency experienced periods of severe cash shortages, adequate warnings and austerity measures were implemented to insure that all obligations were met. With cash under control, surplus balances were used to prepay a note from the Bank of North Dakota. This resulted in saving the agency over $25,000 of interest expense. Procedures were also established to reconcile accounts receivable, accounts payable, and cash from internal ledgers to OMB status report printouts. In December, 1986, an administrative assistant was hired. This enabled the accounting department to address the problems in fixed assets and inventory control. As of the end of the biennium, all fixed assets were identified and tagged with procedures in place to record any changes, additions, or deletions. Depreciation schedules were also established for all equipment.

For the first time in its history, Rough Rider Industries will enter a new biennium with a balance sheet that can be substantiated from reconciliations, subsidiary records, and documentation to support all line item balances.

Future Plans
This department is currently developing plans for an automated cost accounting and management information system.

Marketing

Goals
To promote the quality of products and services to all eligible customers, and enhance the name and reputation of Rough Rider Industries.

Difficulties Encountered
The department is continually plagued by the public lack of understanding concerning the industry program. The most common misconception is that we are funded with tax dollars. It is also believed that we compete against the private sector at an unfair advantage because we don't have to pay prevailing labor rates. The marketing personnel spend a good deal of time on public relations to explain that we do not receive tax dollars and that the indirect cost of teaching work habits, job skills, along with a high turnover rate and the cost of security are absorbed in our operating costs.

State and federal laws have always restricted prison industry markets. Therefore, the marketing department must continually look for new product lines to capture new sales from eligible customers and prevent any one product line from growing too large.

The lack of proper product costing makes it very difficult to establish selling prices. This becomes a risk when submitting large bids, particularly for highway signs, because of low profit markups.

With only one outside sales representative, it is very difficult to properly cover the state of North Dakota.

Accomplishments
The marketing department developed a product catalog which includes colored photographs, fabric and wood samples along with information pertaining to

delivery schedules, warranties, eligible customers, and prices. The catalog has proven to be an invaluable marketing tool.

Some of the most popular new products introduced during this biennium include modular office systems, computer furniture, ergonomic seating, bale feeders, corral panels, park furniture, and a complete line of Dakotan Plus office furniture.

The marketing department recognized a potential savings for the North Dakota Parks and Recreation Department. By initiating measures to standardize and coordinate the signs used in different parks across the state, we were able to sell larger quantities of signs containing the same message. This reduced the manufacturing costs and the savings were passed on to the park.

As the State worked to decrease the resident populations of the handicapped in state institutions, the marketing department worked diligently to assist those in charge of establishing group homes. We offered a complete line of furniture to meet their requirements. Much of the furniture had to be customized, such as rounded corners to prevent potential injury from falls. The efforts of this endeavor proved worthwhile as Rough Rider Industries successfully bid on 32 of the 36 lettings.

Future Plans

Some ideas that were generated towards the end of the biennium include furnishing car interiors for a North Dakota manufacturer of roadsters, stitching heating pad covers, and refurbishing garbage dumpsters. These and other ideas that can create inmate jobs without adversely impacting the private sector will be aggressively pursued.

The Advisory Board will work with marketing personnel to develop a plan to sell industry products through retailers. This will involve researching the feasibility of establishing independent contracts with individual manufacturing representatives and/or firms to sell to the private sector.

Markets targeted for the sign shop include out-of-state highway projects through North Dakota contractors.

Plans to enhance the name and reputation of Rough Rider Industries and the promotion of its products will include active participation in trade shows throughout the state. An informational video will also be developed to help those interested in grasping a better understanding of our agency. This will allow us to reach anyone that is unable to tour our facilities.

Warehouse/Transportation

Goals

To organize, control, and coordinate the delivery of finished goods in conjunction with the procurement of raw materials. To offer friendly, courteous service to all our customers and maintain the grounds and agency vehicles.

Difficulties Encountered

One of the most challenging aspects of this function is coordinating delivery schedules. Constant comunications between marketing and production is

essential to achieve maximum loads for delivery. Marketing must tell their customers when they can expect their goods, while production schedules are arranged to insure orders are completed on time for each delivery run. The drivers must carefully determine their routes and prevent any goods from being buried in the front of the trailer. Inmates are seldom allowed overnight travel to assist in deliveries. As a result, the drivers often find themselves in a position of unloading without any assistance. The drivers must also conduct constant security checks to insure that nothing is smuggled in or out of the confines of the prison. Because of warehouse crowding, it became necessary to rent additional warehousing off penitentiary grounds.

Accomplishments

Up to three minimum security inmates have been employed under the supervision of the warehousemen. Through routine maintenance, vehicle repairs have been very low. Over 100,000 miles were registered without an accident during this biennium.

Two pup trailers were traded in and a new 48 foot furniture van with air ride suspension was purchased. This has sharply reduced the amount of finished goods damaged in transit from road jarring.

Future Plans

An addition to the present warehouse will be considered somewhere in the future. Short term plans include the upgrade of vehicles over ten years old.

SERVICES (500)

This program is designed to provide a ready labor force of minimum security inmates that are eligible to work off the premises. The type of services provided include snow removal, grounds maintenance, painting, cutting and bundling firewood, putting up fences and many other labor orientated functions. Rough Rider Industries has entered into contract with the Fort Lincoln Foundation to rebuild the Custer Home in Mandan as part of a centennial project.

Up to thirty inmates a month participate in this program. Turnover is very high, however, because most of these inmates are serving relatively short sentences.

MANUFACTURING (600)

The beginning of the biennium saw the shut-down of our soap and janitorial factory. The demand for our soap products did not meet our sales projections even though we were awarded three state contracts and only three inmates were employed. Its continued existence could not be justified and was subsequently closed. On the other hand, the 1987 legislative assembly authorized the start-up of a new license plate factory. The next biennium will see up to thirty inmates employed in this factory. Five other factories have continued to produce a wide variety of products and this remains the most viable solution in achieving our goals.

Manufacturing Administration is a cost center that provides services to all factories. The production manager works out of this center and serves as a liaison between the factories and other program managers. This is a change from the previous organizational structure and has so far provided an

excellent means of communication. Also working out of this center is the production assistant that oversees our tool repair shop and fills in for other factory supervisors during their absence. One inmate is also employed to assist in tool repairs.

The common goals of all factories are to employ as many inmates as possible and give them the opportunity to learn a skill that can be retained upon their release from prison.

SUMMARY OF MANUFACTURING PRODUCTS AND NUMBER OF INMATES EMPLOYED

FACTORY/ OPERATION	PRODUCTS & SERVICES PROVIDED	AVERAGE # INMATES EMPLOYED
SIGN	All standard traffic control signing, decals, special signs, sign blanks, and sign reclamation	11
FURNITURE SHOPS	Hardwood and Fiberesin desks, credenzas, filing cabinets, folding tables, conference tables, computer furniture, chairs, bookcases, and bedroom furniture. Furniture restoration.	43
UPHOLSTERY SHOP	Presidential and executive chairs, secretarial chairs, ergonomic chairs, stacking chairs, single, double, and triple lounges, mattresses and pillows, furniture restoration.	11
METAL SHOP	Produces frames for furniture and upholstery shop products. Also manufactures bale feeders, corral panels, refurbishing of signs, garbage dumpsters, and school desks.	13

Sign Shop

Goals

To provide eligible customers a quality product on a timely basis. To promote safety, inventory controls, and maintain all shop equipment.

Difficulties Encountered

Aluminum is a major raw material used in the sign shop. Its purchase price fluctuates with prevailing markets, making it difficult to establish standard pricing. The lead time to procure aluminum also fluctuates. There have been periods when it has taken up to ten weeks to receive an order. The cost of stockpiling aluminum to prevent depletion can be expensive. However, it far outweighs the cost of losing a customer.

Accomplishments
The sign shop has achieved its highest volume of sales in its history. It has been able to increase the number of inmates employed from seven to eleven throughout the biennium. Signs for several large highway road projects were furnished by this factory. This enabled steady production throughout the winter months, which otherwise would be seasonally slow.

In a concerted effort with the North Dakota Highway Department and the industry metal shop, the sign shop has coordinated the refurbishing of used signs. The highway department collects the signs, the metal shop straightens the metal and patches holes, and the sign shop refaces the metal with new sheeting. This effort has resulted in a substantial savings to the North Dakota Highway Department.

Future Plans
To expand the current product line by better utilizing available equipment to update graphic art procedures, and making the art work and our drafting abilities available to eligible customers.

Furniture Shop

In a move to eliminate duplication of efforts and to provide for better internal control, the two industry wood shops were consolidated into one furniture shop under the new organizational structure. At the start of the biennium, all hardwood products were segregated from fiberesin (wood laminate) products. Some of the responsibilities of both shop managers included the training of inmates, establishing production schedules, providing security and tool control, monitoring quality control, drafting custom orders, preparing payrolls, maintaining inventories and insuring that equipment is maintained for safety and efficiency.

In March, 1987, the production manager resigned. At this time the hardwood manager was promoted to fill this vacancy and the fiberesin manager assumed the responsibilities of both wood shops. A decision was made at this time to relieve some of the paperwork responsibilities performed by the shop manager, by hiring an assistant to help in this area. As a result, the shop manager can devote more time in working with inmates and develop better quality control measures, while the assistant concentrates on the paperwork and inventory control. Although in its infant stages of development,the increase of effectiveness and efficiency in this shop is visibly apparent.

Goals
To continually develop new product lines to prevent too large of growth in any one area. To develop job skills and work habits that will enable inmates to become employable upon their release from prison. To utilize to the best of our ability, all available resources to ensure the continued success of this industry program.

Difficulties Encountered
Of the inmates hired in the wood shop, only one out of ten have prior wood working experience. Most inmates require training at rudimentary levels, such as learning how to read a tape measure. The average length of stay in this shop is under one year. In many cases it takes up to eight months of training to achieve reasonable proficiency levels.

There are many different hand tools that must be accounted for each day for security reasons. The procedures established for issuing and returning hand tools is very time consuming and also cuts into production time. This procedure must be performed four times each day, once in the morning, before and after lunch, and at the end of each day. This reduces an eight hour work day to approximately six and one half hours a day. Another security problem entails the presence of female inmates working in a predominately male environment.

All lumber is warehoused in the wood shop. When lumber is restocked, the work area becomes very crowded.

Accomplishments
The wood shops have regularly employed an average of forty-three inmates. During the summer of 1986, Wisconsin prison industries approached us and explained that their furniture factory burned down from an act of sabotage. We were asked to fill their orders until they were able to rebuild. Arrangements were made for which they supplied the raw materials, and we produced the orders. We received over $83,000 from this project to cover our labor and indirect manufacturing costs and to allow for a profit. We were also informed that the quality of workmanship far exceeded their expectations.

The fiberesin manager was recognized for his outstanding achievements in correctional industry management by the American Correctional Association at the national convention held in Las Vegas, Nevada in August, 1986.

Future Plans
The rising cost of oak and other lumbers may require that we look for alternative woods to use in this shop. Plans to initiate a job cost system are scheduled for the next biennium.

Upholstery Shop

An average of ten inmates have been employed in this shop throughout the biennium. In April of 1987 this shop relocated to the old soap shop. This has allowed room to expand and create new inmate jobs.

Goals
To develop new product lines for upholstered products that compliment furniture built in other industry shops. To broaden its production capabilities by utilizing available resources to their fullest extent.

Difficulties Encountered
Expansion in this shop has been limited by machine capabilities and until recently, work space. Determining economic order quantities for fabrics is very challenging. Many of our fabrics go through short periods of high demand followed by long periods of little or no demand.

Accomplishments
Relocation to the soap shop has given this industry the breathing room needed to organize its inventory and to add work stations. A better quality of foam cushioning and a new line of durable fabrics were introduced and standardized during this biennium. This has minimized the overhead costs of storing fabrics. The upholstery shop has consistently maintained the quality of its products throughout the biennium.

Future Plans
With additional room, equipment will be upgraded and new work stations will be added to increase inmate employment opportunities. If the marketing department is successful in securing large volume contracts for car interiors and heating pad covers, the upholstery shop will produce these products.

Metal Shop

The metal shop serves as an industry support shop and employs an average of thirteen inmates. The type of support it provides to other industry shops include the metal refurbishing of road signs, building metal support frames for desks, stacking chairs, folding tables, and park furniture. Communications are essential to insure that production schedules are maintained, particularly for joint production with other shops. This shop saves the agency many dollars by providing repairs and maintenance to buildings and equipment.

Goals
To provide the necessary support on a timely basis insuring production schedules are kept. To utilize the available equipment for the design and development of new products. Increase the profitability of the shop by establishing austerity measures. Promote safety among the inmate employees.

Difficulties Encountered
Much of the equipment in the metal shop is over fifteen years old. Production schedules were frequently interrupted from equipment breakdowns. Bulky raw materials and large equipment make maneuverability difficult at times. Improvements on inventory control are necessary to insure material availability. Manufacturing liability insurance rates have forced us to discontinue the manufacture of playground equipment.

Accomplishments
Refurbishing school desks for the public school systems became very popular during this biennium. The metal shop sandblasted the old paint off and repainted them with our electrostatic bake on enamel process. The wood shop replaced the tops with wood laminate.

Some of the new products introduced during this biennum include portable cattle feeders, park furniture, jail furnishings, and a stacking chair with arms.

When the 1987 Legislative Assembly authorized Rough Rider Industries to establish a license plate factory, the metal shop provided manpower, materials, and tools to assist in preparations for receiving the equipment.

Future Plans
Plans to upgrade equipment should materialize during the next biennium. New products and services that will be introduced include the refurbishing of garbage dumpsters, downrigger balls for salmon fishing, and improved cattle feeders. The metal shop manager will cross train with the license plate manager as a protection in the absence of one of those managers.

FARMING (700)

The major goal of all farming operations is to provide minimum security inmates with agricultural background or those that are willing to learn the opportunity to better themselves through an agricultural work environment.

Field Crops

The industry farm land in the early 1980's was in poor condition and infested with weeds. A fertilization and weed control program was initiated that brought soil conditions up to standards. The first year of this biennium resulted in producing the finest crop harvest this agency has ever seen. With the exception of a moderate haying operation, the field crop program was discontinued during the second half of the biennium. The farm lands are decentralized with small acreage four miles east of Bismarck, acreage adjoining the prison complex some four miles south, and other acreage scattered west of Mandan. The time and expense involved in maintaining the soil, transporting equipment and harvested crops proved to be counterproductive. Most of the equipment was very old and not enough inmates were regularly employed to justify its continuance. A decision to auction off the equipment and rent out the land was made in the spring of 1987. The rental income is used to offset the cost of feed for livestock.

Dairy

The dairy employs an average of eight inmate workers and supplies the North Dakota State Penitentiary, State Farm, and the State Industrial School with their milk requirements. The herd consists of 115 registered holsteins with an annual production of 19,000 lbs. per cow.

Goals

To insure that the quality of milk and facilities meet all state requirements and to maintain the quality of livestock.

Difficulties Encountered

As a result of a hail storm in August, 1986, the dairy barn had to be re-roofed. Milk must be immediately delivered on hot summer days because there are no coolers to store it. There were occasions when delivery could not be immediately made resulting in milk spoilage. Inmate turnover is very high because most minimum security inmates are serving short sentences.

Accomplishments

The dairy herd has been upgraded over the years and is now of excellent quality. This program is a good example of ways the Penitentiary and other institutions work together to achieve dual goals of providing inmate employment while servicing its own institutional needs.

Future Plans

A cream separator will be installed in the near future that will enable us to provide cream, 2 percent, and skim milk. Walk-in coolers will also be installed to prevent milk spoilage and allow us to deliver our products at our convenience.

Beef

In 1983 a decision was made to convert the commercial cattle herd to a purebred operation. It was estimated that the program would require five

years of subsidy from other operations before it would be able to maintain self-sufficiency. The Gelbvieh breed was selected and the conversion implemented. The last year of this biennium marks the fourth year in the planning stages. The herd has been built up to 110 head of purebred Gelbvieh with 40 pairs of commercial cattle remaining as of the end of the biennium. An average of six inmates are employed in this operation.

Goals

To continue the plans of converting commercial operations to a purebred Gelbvieh operation. To participate in shows across the state to enhance the name and reputation of Rough Rider Industries and promote the Gelbvieh breed to state ranchers. To hold an annual production sale each spring to generate revenue.

Difficulties Encountered

The lack of timely financial information and documented plans to demonstrate its progress, have caused some state officials, legislators, and interested public to question the viability of this program. Risks are prevalent in any farming operation and Rough Rider Industries must improve its means of communicating the status of its progress, so that those assigned the responsibility of carrying out statutory requirements can make informed decisions.

Accomplishments

The quality of Gelbvieh livestock is excellent as evidenced by the numerous placings in area shows. At the North Dakota Winter Show and the North Dakota State Fair, we received ribbons for champion and reserve champion with some of our livestock. This has generated public acceptance to our program and a demand for our cattle. The 1987 Gelbvieh production sale generated $100,000 of gross revenues. This is a remarkable accomplishment considering this was only our second production sale.

Future Plans

The remaining commercial cattle will be sold in the Fall of 1987. Emphasis will continue to be placed on upgrading the Gelbvieh herd. Plans to utilize more inmates, particularly during calving season are expected to take place during the next biennium. Attendance at shows and fairs will continue to promote our reputation and generate interest in the Gelbvieh breed.

Swine

The swine operation consists of 300 head of purebred hogs of the Hampshire, Yorkshire, and Duroc breeds. An average of seven inmates are employed in this operation.

Goals

To upgrade the quality of purebred livestock and promote the name and reputation of Rough Rider Industries. To teach inmates the essentials of managing a hog operation. To generate sufficient revenues to cover the cost of operations.

Difficulties Encountered

Keeping up with demand is difficult at times. Inmates are responsible for insuring that hogs are bred with the selected boar. The importance of

timing in breeding operations is essential to maintaining volume. Inexperienced inmates occasionally fail to recognize breeding cycles which ultimately results in lost revenues. These errors are to be expected, however, and are kept to a minimum.

Accomplishments

Hogs are always in demand and provide a steady income to the farm operation. The quality of our livestock has won several awards at shows and fairs. A good rapport with many area farmers has been established. An annual production sale has also been established that takes place each fall.

Future Plans

Rough Rider Industries is investigating the feasibility of a joint venture with other North Dakota hog producers, to supply hog seed stock to California prison industries. Although the research for this project has just begun, it appears to have considerable merit. Research will continue into the next biennium.

ROUGH RIDER INDUSTRIES
BALANCE SHEET
JUNE 30, 1987

--- ASSETS ---

CURRENT ASSETS:	
Cash	$ 144,010
Accounts Receivable	186,494
Inventory - Raw Materials	259,472
Inventory - Work In Process	631
Inventory - Finished Goods	49,559
Inventory - Livestock	322,500
TOTAL CURRENT ASSETS	$ 962,666
OTHER ASSETS:	
Buildings	$3,794,430
Equipment	592,074
Accumulated Depreciation - Equip.	(340,800)
TOTAL OTHER ASSETS	$4,045,704
TOTAL ASSETS	$5,008,370

--- LIABILITIES AND EQUITY ---

CURRENT LIABILITIES:	
Accounts Payable	$ 51,815
Accrued Salaries	37,678
TOTAL CURRENT LIABILITIES	$ 89,493
EQUITY:	
Net Worth 7/1/85	$4,897,355
Retained Earnings	21,522
TOTAL EQUITY	$4,918,877
TOTAL LIABILITIES AND EQUITY	$5,008,370

ROUGH RIDER INDUSTRIES
COMBINED BALANCE SHEET
JUNE 30, 1987

--- ASSETS ---

	FARM	MFG.	TOTAL
CURRENT ASSETS:			
Cash	$ -0-	$ 144,010	$ 144,010
Accounts Receivable	5,793	180,701	186,494
Inventory - Raw Materials	-0-	259,472	259,472
Inventory - Work In Process	-0-	631	631
Inventory - Finished Goods	-0-	49,559	49,559
Inventory - Livestock	322,500	-0-	322,500
TOTAL CURRENT ASSETS	$ 328,293	$ 634,373	$ 962,666
OTHER ASSETS:			
Buildings	$ 744,430	$3,050,000	$3,794,430
Equipment	133,334	458,740	592,074
Accumulated Depreciation - Equip.	(106,132)	(234,668)	(340,800)
TOTAL OTHER ASSETS	$ 771,632	$3,274,072	$4,045,704
TOTAL ASSETS	$1,099,925	$3,908,445	$5,008,370
CURRENT LIABILITIES:			
Accounts Payable	$ 8,013	$ 43,802	$ 51,815
Accrued Salaries	4,024	33,654	37,678
TOTAL CURRENT LIABILITIES	$ 12,037	$ 77,456	$ 89,493
EQUITY:			
Net Worth 7/1/85	$1,111,703	$3,785,652	$4,897,355
Retained Earnings	(23,815)	45,337	21,522
TOTAL EQUITY	$1,087,888	$3,830,989	$4,918,877
TOTAL LIABILITIES AND EQUITY	$1,099,925	$3,908,445	$5,008,370

ROUGH RIDER INDUSTRIES
COMBINED INCOME STATEMENT
1985-87 BIENNIUM

REVENUES	
Sales - Manufacturing	$3,098,178
Sales - Agriculture	582,416
Sales - Service	47,997
Other Income	56,052
TOTAL REVENUES	$3,784,643
OPERATING EXPENSES	
Manufacturing - Cost of Goods Sold	$2,381,249
Agricultural Expenses	594,114
General Administration	367,115
Manufacturing Administration	123,496
Warehouse/Transportation	188,920
Marketing	77,091
Manpower Services	28,299
License Plate Startup Expense	2,837
TOTAL OPERATING EXPENSES	$3,763,121
NET INCOME	$ 21,522

ROUGH RIDER INDUSTRIES

MANPOWER SERVICES
INCOME STATEMENT

1985-1987 BIENNIUM

REVENUE	
Manpower Services Income	$ 47,997
OPERATING EXPENSES	
Inmate Labor	$ 27,215
Supplies	1,084
Administrative Expense	3,671
Marketing Expense	771
Warehouse/Transportation Expense	7,557
TOTAL OPERATING EXPENSES	$ 40,298
NET INCOME	$ 7,699

ROUGH RIDER INDUSTRIES
MANUFACTURING INCOME STATEMENT
1985-87 BIENNIUM

	SIGN	HARDWOOD	FIBERESIN	UPHOLSTERY	METAL	TOTAL
REVENUES						
Sales	$1,152,446	$ 626,012	$ 631,231	$ 334,053	$ 354,436	$3,098,178
Other Income	5,413	4,150	4,164	1,155	1,891	16,773
TOTAL REVENUES	$1,157,859	$ 630,162	$ 635,395	$ 335,208	$ 356,327	$3,114,951
COST OF GOODS SOLD						
Finished Goods 7/1/85	$ -0-	$ 19,482	$ 9,742	$ 4,051	$ 2,778	$ 36,053
Cost of Goods Manufactured	1,038,258	439,442	425,775	260,266	231,014	2,394,755
Finished Goods 6/30/87	(1,895)	(15,790)	(14,829)	(16,773)	(272)	(49,559)
TOTAL COST OF GOODS SOLD	$1,036,363	$ 443,134	$ 420,688	$ 247,544	$ 233,520	$2,381,249
GROSS PROFIT	$ 121,496	$ 187,028	$ 214,707	$ 87,664	$ 122,807	$ 733,702
ALLOCATED OPERATING EXPENSE						
Administration	$ 51,675	$ 79,573	$ 91,337	$ 37,290	$ 52,175	$ 312,050
Marketing	12,639	19,462	22,340	9,120	12,759	76,321
Warehouse/Transportation	30,034	46,248	53,086	21,673	30,323	181,364
Manufacturing Admin.	20,449	31,492	36,148	13,758	20,649	123,496
TOTAL ALLOCATED EXPENSE	$ 114,797	$ 176,775	$ 202,911	$ 82,842	$ 115,906	$ 693,231
NET INCOME	$ 6,699	$ 10,252	$ 11,796	$ 4,822	$ 6,901	$ 40,471

ROUGH RIDER INDUSTRIES
COST OF GOODS MANUFACTURED
1985-87 BIENNIUM

	SIGN	HARDWOOD	FIBERESIN	UPHOLSTERY	METAL	TOTAL
RAW MATERIALS						
Balance 7/1/85	$ 129,575	$ 44,881	$ 35,836	$ 28,142	$ 12,363	$ 250,797
Purchases	910,677	241,684	245,799	146,855	113,896	1,658,911
Balance 6/30/87	(125,914)	(42,491)	(36,006)	(36,918)	(18,143)	(259,472)
RAW MATERIALS USED	$ 914,338	$ 244,074	$ 245,629	$ 138,079	$ 108,116	$1,650,236
LABOR						
Supervisor Salaries	$ 59,228	$ 70,858	$ 65,927	$ 58,983	$ 57,348	$ 312,344
Inmate Wages	54,700	91,903	81,150	42,287	48,402	318,442
TOTAL LABOR	$ 113,928	$ 162,761	$ 147,077	$ 101,270	$ 105,750	$ 630,786
FACTORY OVERHEAD COSTS	10,363	32,867	33,069	20,917	17,148	114,364
MANUFACTURING COSTS INCURRED	$1,038,629	$ 439,702	$ 425,775	$ 260,266	$ 231,014	$2,395,386
ADD: W.I.P. 7/1/85	-0-	-0-	-0-	-0-	-0-	
LESS: W.I.P. 6/30/87	(371)	(260)	-0-	-0-	-0-	(631)
COST OF GOODS MANUFACTURED	$1,038,258	$ 439,442	$ 425,775	$ 260,266	$ 231,014	$2,394,755

ROUGH RIDER INDUSTRIES
DEPARTMENTAL INCOME STATEMENT
FARM OPERATIONS
1985-1987 BIENNIUM

	BEEF	DAIRY	SWINE	TOTAL
REVENUES				
Sales	$ 146,431	$ 274,673	$ 161,312	$ 582,416
Other Income	4,716	4,717	4,717	14,150
TOTAL REVENUES	$ 151,147	$ 279,390	$ 166,029	$ 596,566
OPERATING EXPENSE				
Salaries and Wages	$ 37,386	$ 26,843	$ 25,303	$ 89,532
Inmate Wages	16,869	22,036	24,700	63,605
Feed	18,548	55,353	50,216	124,117
Livestock Purchases	7,050	-0-	4,925	11,975
Supplies	2,539	2,638	4,289	9,466
Other Operating Expenses	43,411	39,570	17,948	100,929
TOTAL OPERATING EXPENSE	$ 125,803	$ 146,440	$ 127,381	$ 399,624
GROSS PROFIT	$ 25,344	$ 132,950	$ 38,648	$ 196,942
ALLOCATED OVERHEAD EXPENSE				
Administration	$ 6,168	$ 34,949	$ 10,279	$ 51,396
Ag - Seed & Fertilizer	4,352	4,353	4,353	13,058
Ag - Field Crops Expense	33,922	33,923	33,922	101,767
TOTAL ALLOCATED OVERHEAD	$ 44,442	$ 73,225	$ 48,554	$ 166,221
OTHER INCOME AND EXPENSE				
(Gain)/Loss on Livestock Valuation	$ 63,599	$ 1,196	$ 14,870	$ 79,665
(Gain)/Loss on Sale of Equipment	(8,376)	(8,377)	(8,376)	(25,129)
TOTAL OTHER (INCOME) & EXPENSE	$ 55,223	$ (7,181)	$ 6,494	$ 54,536
NET INCOME/(LOSS)	$ (74,321)	$ 66,906	$ (16,400)	(23,815)

ROUGH RIDER INDUSTRIES
REVENUE/EXPENDITURES FOR BIENNIUM ENDING JUNE 30, 1987

PROGRAM: 400 - ADMINISTRATION AND SUPPORT

8010	Sale of Equipment	$ 2,457.92
8710	Sale of Manufacturing Products	1,836.30
8784	Miscellaneous Sales - Concessions	201.20
8999	Miscellaneous	1,761.74
	TOTAL REVENUES	$ 6,257.16
1000	Salaries and Wages	$ 335,824.21
1070	Retirement Payments	(2,637.15)
1080	Temporary Salaries	4,946.93
1090	Overtime	6,432.15
1095	Paid Annual Leave	4,696.96
1810	Teachers I & R	109.44
1830	Social Security	25,095.51
1840	Hospital Insurance	25,260.52
1850	Workmen's Compensation Premiums	6,514.99
1870	Unemployment Insurance	1,107.61
1880	State Retirement Contribution	30,517.88
	TOTAL SALARIES AND WAGES	$ 437,869.05
2018	Data Processing No Special Appropriation	373.34
2110	In State Meals	3,671.50
2111	Out of State Meals	3,247.50
2115	In State Lodging	2,747.72
2116	Out of State Lodging	2,599.13
2120	In State Mileage	122.40
2121	Out of State Mileage	184.80
2123	Air Transportation Out of State	3,433.50
2125	Other Commercial Transportation Out of State	377.07
2140	Motor Pool Car Mileage	39,212.78
2150	Miscellaneous Travel	337.30
2160	Travel - Non Employees	46.00
2185	Patient and Inmate Allowance	8,175.74
2210	Water - Garbage	821.75
2230	Electricity	13,218.33
2310	Rent of Equipment - Inc. Films	955.00
2320	Booth Rental	785.00
2399	Rents Not Classified	1,000.00
2400	Mailing Services	78.98
2410	Postage and P.O. Box Rental	5,789.05
2420	Telephone - Telegraph	3,290.83
2430	Telephone to Director of Institutions	14,591.26
2500	Repair Equipment - Office	1,375.10
2505	Repair Equipment - Automobiles	589.41
2510	Repair Equipment - Other	128.00
2515	Service Contract - Office Equipment	774.00
2560	Repair Buildings/Grounds	30.00
2599	Repairs Not Classified	20.00
2613	Audit	1,290.00

2699	Professionals Not Classified	2,462.15
2720	Property Insurance	16,388.90
2730	Liability Insurance	3,623.00
2905	Film Processing	234.54
2911	Radio, T.V., Newspaper Service	4,000.69
2912	Rewards, Prizes, and Premiums	995.33
2915	Dues & Memberships	776.20
2916	Freight and Express	1,451.58
2921	Professional Development	295.00
2999	Other Miscellaneous Fees	160,851.02*
3050	Office Supplies	5,317.98
3200	Printing from Central Reproduction	1,246.04
3205	Printing not from Central Reproduction	181.69
3210	Books	61.75
3230	Paper Products	250.55
3235	Copier Supplies	1,038.01
3260	Photography Supplies	531.71
3355	Uniforms	123.26
3475	Janitorial	1,360.88
3555	Expendable Tools	1,644.49
3565	Other Building and Equipment Supplies	366.75
3585	Equipment Repair Parts	592.88
3760	Miscellaneous Manufacturing Supplies	2,389.87
3765	Miscellaneous Supplies	4,513.89
3800	Fuel & Oil - Vehicle	9.67
	TOTAL OPERATING EXPENSES	$ 319,973.32
4000	Appropriation Control	$ 140.00
4160	Office Machines	179.99
4190	Machinery and Other Equipment	990.59
	TOTAL EQUIPMENT	$ 1,310.58

*Repayment of operating loan to Bank of North Dakota

ROUGH RIDER INDUSTRIES
REVENUES/EXPENDITURES FOR BIENNIUM ENDING JUNE 30, 1987

PROGRAM: 500 - SERVICES

8710	Sale of Manufacturing Products	$ 7,229.07
8740	Sale of Salvage and Scrap	23.00
8881	Federal Revenue	258.24
8889	Miscellaneous	41,367.67
	TOTAL REVENUES	$ 48,877.98
2185	Patient and Inmate Allowance	$ 25,880.31
2510	Repair Equipment - Other	263.90
2599	Repairs Not Classified	42.00
2916	Freight and Express	50.00
3555	Expendable Tools	116.55
3585	Equipment Repair Parts	298.86
3760	Miscellaneous Manufacturing Supplies	258.65
3765	Miscellaneous Supplies	53.80
	TOTAL OPERATING EXPENSE	$ 26,964.07

ROUGH RIDER INDUSTRIES
REVENUES/EXPENDITURES FOR BIENNIUM ENDING JUNE 30, 1987

PROGRAM: 600 - Manufacturing

8010	Sale of Equipment	$ 28,289.11
8710	Sale of Manufacturing Products	3,016,206.18
8730	Sale of Agriculture Products	1,094.40
8740	Sale of Salvage and Scrap	5,914.22
8889	Miscellaneous	1,281.88
	TOTAL REVENUES	$3,052,785.79
1000	Salaries and Wages	$ 292,834.36
1090	Overtime	5,790.31
1095	Paid Annual Leave	2,642.92
1830	Social Security	21,471.65
1840	Hospital Insurance	24,851.88
1870	Unemployment Insurance	780.00
1880	State Retirement Contribution	26,537.00
1890	Other Retirements	169.36
	TOTAL SALARIES AND WAGES	$ 375,077.48
2010	Miscellaneous Refunds	$ 1,456.08
2110	In State Meals	250.50
2111	Out of State Meals	764.50
2115	In State Lodging	116.96
2116	Out of State Lodging	602.83
2123	Air Transportation Out of State	972.00
2125	Other Commercial Transportation Out of State	59.45
2140	Motor Pool Car Mileage	9.28
2150	Miscellaneous Travel	12.56
2170	Conference Expenses	500.00
2185	Patient & Inmate Allowance	314,699.82
2300	Lease - Rentals	535.70
2310	Rent of Equipment - Inc. Films	2,077.10
2510	Repair Equipment - Other	7,009.60
2520	Service Contract - Other	198.00
2560	Repair Buildings/Grounds	39.72
2599	Repairs Not Classified	421.10
2699	Professionals Not Classified	1,428.75
2720	Property Insurance	80.67
2915	Dues & Memberships	10.00
2916	Freight and Express	29,619.67
2999	Other Miscellaneous Fees	311.00
3050	Office Supplies	664.71
3200	Printing from Central Reproduction	890.78
3205	Printing not from Central Reproduction	14,398.64
3210	Books	25.00
3230	Paper Products	2,327.56
3260	Photography Supplies	35.45
3355	Uniforms	369.78
3356	Safety Clothing	227.70
3475	Janitorial	2,570.71

3555	Expendable Tools	23,871.39
3565	Other Building and Equipment Supplies	254.44
3585	Equipment Repair Parts	16,402.43
3750	Metals, Lumber, & Cement	568,564.13
3755	Reflective & Marketing Materials	622,679.17
3760	Miscellaneous Manufacturing Supplies	449,043.99
3765	Miscellaneous Supplies	4,982.70
3800	Fuel & Oil - Vehicle	456.62
3964	Chemicals	4,841.25
	TOTAL OPERATING EXPENSE	$2,073,781.74
4100	Shop Equipment	$ 14,043.23
4150	Equipment Under $300	101.94
4190	Machinery and Other Equipment	200.00
	TOTAL EQUIPMENT	$ 14,345.17

ROUGH RIDER INDUSTRIES
REVENUES/EXPENDITURES FOR BIENNIUM ENDING JUNE 30, 1987

PROGRAM: 700 - FARM

8611	Lease - Rental of Land	$ 6,910.00
8710	Sale of Manufacturing Products	24,722.07
8730	Sale of Agriculture Products	557,491.09
8740	Sale of Salvage and Scrap	667.20
8784	Miscellaneous Sales - Concessions	100.00
8889	Miscellaneous	25,328.82
8999	Miscellaneous	2,584.74
	TOTAL REVENUES	$ 617,803.92
1000	Salaries and Wages	$ 61,880.00
1080	Temporary Salaries	4,982.23
1090	Overtime	765.80
1830	Social Security	4,813.92
1840	Hospital Insurance	4,734.84
1870	Unemployment Insurance	237.48
1880	State Retirement Contribution	5,643.52
	TOTAL SALARIES AND WAGES	$ 83,057.79
2010	Miscellaneous Refunds	830.94
2110	In State Meals	1,002.00
2111	Out of State Meals	399.00
2115	In State Lodging	1,315.70
2116	Out of State Lodging	495.80
2120	In State Mileage	241.20
2121	Out of State Mileage	79.20
2123	Air Transportation Out of State	338.00
2125	Other Commercial Transportation Out of State	29.00
2140	Motor Pool Car Mileage	18,628.31
2150	Miscellaneous Travel	351.60
2185	Patient and Inmate Allowance	58,828.55
2230	Electricity	7,026.95
2310	Rent of Equipment - Inc. Films	24,505.53
2340	Rent of Comm. Equipment	45.00
2370	Rent of Land	2,658.00
2399	Rents Not Classified	150.00
2400	Mailing Services	21.00
2410	Postage and P.O. Box Rental	.50
2420	Telephone - Telegraph	4.83
2505	Repair Equipment - Automobiles	1,101.20
2510	Repair Equipment - Other	2,114.77
2599	Repairs Not Classified	388.85
2621	Veterinary	3,143.95
2699	Professionals Not Classified	15,402.46
2799	Other Insurance	1,646.00
2905	Film Processing	11.25
2911	Radio, T.V., Newspaper Service	2,752.52
2915	Dues and Memberships	510.36
2916	Freight and Express	1,455.33

2999	Other Miscellaneous Fees	8,031.02
3050	Office Supplies	85.39
3230	Paper Products	25.92
3260	Photography Supplies	342.66
3352	Clothing	39.95
3410	Veterinary Supplies	9,238.56
3500	Seed, Feed, Forage & Fertilizer	112,078.04
3555	Expendable Tools	4,825.36
3565	Other Building & Equipment Supplies	2,818.41
3585	Equipment Repair Parts	26,836.62
3750	Metals, Lumber & Cement	59.50
3760	Miscellaneous Manufacturing Supplies	115.20
3765	Miscellaneous Supplies	19,675.88
3800	Fuel & Oil - Vehicle	26,312.19
3803	Tires & Vehicles	1,628.43
3805	Repair Parts - Vehicle	209.17
3960	Farm Supplies	19,778.78
3964	Chemicals	312.00
	TOTAL OPERATING EXPENSE	$ 377,890.88
4100	Shop Equipment	$ 361.00
4150	Equipment Under $300	1,650.00
4190	Machinery & Other Equipment	2,493.73
4200	Livestock	11,975.00
	TOTAL EQUIPMENT	$ 16,479.73

RESOURCES AVAILABLE FROM THE PENITENTIARY, STATE FARM, AND ROUGH RIDER INDUSTRIES

Information about the North Dakota State Penitentiary and State Farm can be obtained by writing to:

NORTH DAKOTA STATE PENITENTIARY
P. O. BOX 5521
BISMARCK, ND 58502

We have the following publications which may be provided to the public on a very limited basis as giveaways or loans:

1. Biennial Report
2. Inmate Handbook

- - - -

STATE OF NORTH DAKOTA

STATE INDUSTRIAL SCHOOL

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

North Dakota Industrial School

Route 4 - Mandan, North Dakota 58554 - 9399
701-667-1400

November 1, 1987

Mr. R. L. Rayl
Director of Institutions
State Capitol
Bismarck ND 58505

Dear Mr. Rayl:

I am pleased to submit the North Dakota Industrial School's Biennial Report describing staff and student programs and activities for the period of July 1, 1985 to June 30, 1987. As can be noted throughout, there is a commitment that stands for caring, dignity, and respect of the individual, quality services, open communication and teamwork; and where, "People Really Do Make the Difference."

Again, there is no doubt that all aspects of our programs have been significantly enhanced by interlocking efforts with the assistance of your office and staff, our Governor, the Legislative Assembly, and the commitment by the North Dakota Industrial School staff in a dedicated effort to assist North Dakota youth placed here.

This report has been prepared by the Superintendent and the staff of the North Dakota Industrial School.

Respectfully,

W. H. Odegeard,
Superintendent

WHO/clc

NORTH DAKOTA INDUSTRIAL SCHOOL

BIENNIAL REPORT
JULY 1, 1985 to JUNE 30, 1987

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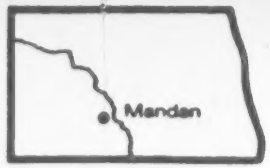
North Dakota Industrial School



- SUPERINTENDENT
  - ADMINISTRATIVE ASSISTANT
  - ASSISTANT SUPERINTENDENT
    - DIRECTOR OF BUDGET/ACCOUNTING
      - Business Office
      - Commissary
    - DIRECTOR OF RESIDENT CARE/TREATMENT
      - Aftercare/ Returnee Program
      - Intake/Counseling
      - Cottage Programs
      - Support Services
      - Drug/Alcohol Program
      - Cultural Awareness Program
    - DIRECTOR OF EDUCATION
      - Admin.Sec. II
      - Academic
      - Special Ed.
      - Vocational
      - Library/ Media Center
      - Testing/ Guidance
      - Career Ed./ JTPA Program
    - DIRECTOR OF PHYSICAL PLANT
      - Heating Plant
      - Food Service
      - Maintenance
      - Laundry
      - Custodian

83.77 Budget Authorized Positions

NORTH DAKOTA INDUSTRIAL SCHOOL

BIENNIAL REPORT

JULY 1, 1985 - JUNE 30, 1987

STATUTORY RESPONSIBILITIES AND FUNCTION:

Chapter 12-46-01. Industrial School-Location-Purpose-Name.

The North Dakota Industrial School shall be located at the City of Mandan in the County of Morton, and shall be the general reform and industrial school for the state for the detention, instruction, and reformation of juveniles of both sexes who are committed to it according to law.

Chapter 12-46-03. Officers of the North Dakota Industrial School.

The officers of the North Dakota Industrial School shall be a Superintendent and such teachers and assistants as may be deemed necessary and recommended by the Superintendent and approved by the Director of Institutions.

Chapter 12-46-13. Who may be sent to State Industrial School-Court Procedures.

Whenever a person under the age of eighteen years is found guilty in any district or county court of a crime or public offense, the court may in its discretion order the person be first committed to the State Industrial School, however the court shall order that the person be first committed to the State Industrial School if the person is under sixteen years of age. A person so committed attaining the age of eighteen years shall be transferred to a penal institution or detention facility to serve the balance of his sentence. A person so committed who attains the age of sixteen years may be transferred after the person has been given an administrative hearing to determine if the safety of other residents or the general public justifies the transfer. A person sentenced under this section shall have all the rights to sentence reduction for good and meritorious conduct and all the pardon and parole rights of an adult sentenced to a penal institution.

Chapter 12-46-15. Contents of order of commitment.

Every order of commitment to the North Dakota Industrial School grants full authority for treatment and transfer of any student to the administrators of the Industrial School as provided

by law, however, every order of commitment shall specify the date, as near as may be ascertained by the juvenile court, at which the accused will attain majority. The date so ascertained and specified shall be conclusive for all purposes connected with the North Dakota Industrial School. The committing judge shall make available to the North Dakota Industrial School all pertinent data, reports, evaluations, and documents in the court's possession with respect to the child at the time of commitment or immediately therafter.

AFTERCARE PROGRAM OF INDUSTRIAL SCHOOL:

Chapter 12-52-01. Director of Institutions to administer Aftercare program.

The Director of Institutions may provide an aftercare program and may contract with public and private agencies to provide aftercare services for persons committed to the State Industrial School and may establish facilities in, and rules and regulations under, which such persons may receive aftercare.

Chapter 12-52-02. Aftercare granted on recommendation of Superintendent.

No aftercare program shall be provided for any person committed to the North Dakota Industrial School or placed under the guardianship, control, and custody of the Superintendent, unless the Superintendent recommends the program to the Director of Institutions, and some suitable person will receive the person to be placed in the aftercare program under conditions approved by the Superintendent. Nothing in this chapter shall prevent the placing of any person into his own home or into a licensed foster home under any program administered by the Social Service Board of North Dakota.

Chapter 12-52-03. Recommitment to the State Industrial School for violation of aftercare rules.

A person placed in an aftercare program shall be under the guardianship and control of the Director of Institutions and is subject, at any time until the expiration of the time for which he was committed, to be taken into actual custody and returned to the State Industrial School. The Director of Institutions may enforce the rules and regulations made by him for the administration of aftercare programs and the placement of students in them, and when he is satisfied that a person placed in an aftercare program has violated any of the rules or regulations, he may order that person to be taken into actual custody and returned to the State Industrial School, and to be detained therein until the expiration of the time for which he was committed, or until he is again placed in an aftercare program. The Director shall maintain a record of any such order, and a certified copy of the order may be

delivered to any peace officer, or any officer or employee of the State Industrial School, for service and return. It shall be the duty of the officer or employee to receive the order and to apprehend and immediately deliver the person named in the order to the Superintendent of the State Industrial School.

Chapter 12-52-04. Officer's or employee's return on order of recommitment.

The officer or employee executing an order of the Director of Institutions for the apprehension and return of a person to the State Industrial School shall endorse on the order a return of his doings thereunder and deliver the same, together with the person named therein, to the Superintendent of the School. The Superintendent shall give to the officer or employee a certificate acknowledging the receipt of the person, order and return.

Chapter 12-52-07. Discharge for good conduct.

The Director of Institutions may discharge any student from the State Industrial School at any time upon satisfactory evidence of reformation and as a reward for good conduct and diligence in study. If the student has no parent, guardian, or other person to whom to return, the Director of Institutions shall arrange for and procedure some suitable person to receive, employ, and care for the person so discharged, without charge to the state.

Chapter 54-21-25. Authority to contract with other governmental agencies for prisoners and juvenile delinquents.

If the Director of Institutions determines that suitable state facilities or services are not available for adult inmates or juvenile delinquents under his control he may contract for same with the proper authorities of the United States, Canada, and any of its governmental subdivisions, another state, another agency in this state or a political subdivision of this state, or with any private or public correctional or treatment facility or agency. The Director may also contract, without cost to the state, to provide services or facilities for persons held by any of the jurisdictions mentioned in this section. An adult inmate or juvenile delinquent who is considered for transfer to another jurisdiction as herein provided, and who as an adult or as parent or guardian of a juvenile does not consent to the transfer, will be given notice of the pending transfer and a review by an institutional staff board including at least one member from the treatment staff, the security or housing staff, the administrative staff, and chaired by an individual designated by the Director of Institutions to determine the need and justification for a transfer. The findings of the review board will, if appropriate, be given to the adult inmate or juvenile delinquent or a representative or guardian, and in the case of adults, to the pardon board, and in the case of juveniles, to the designated

juvenile court staff for their approval of the requested transfer. If a treaty is in effect between the United States and a foreign country for the transfer and exchange of offenders, the Director of Institutions, upon recommendation of the warden and the approval of the governor, may on behalf of the state under the terms of the treaty transfer or exchange offenders and take any action necessary for the state to participate in the treaty.

MISSION STATEMENT

The North Dakota Industrial School's mission is to participate in the overall Director of Institution's mission, calling for the protection of society as well as the treatment and rehabilitation at the juvenile level. This will be accomplished by programming and establishing goals that cause juvenile residents to internalize attitudinal and behavioral changes enabling them to adequately function in a free society to a degree that will prevent further involvement with the criminal justice system. Such changes are affected through academic, remedial, special and reality therapy treatment programs dealing with the development of social skills and behavior.

All students are required to acknowledge their own behavior, past and present, and their own behavioral management. The students are asked to begin developing day-to-day skills which are needed to live effectively once they leave the North Dakota Industrial School.

The North Dakota Industrial School attempts this accomplishment through the use of Reality Therapy. As can be noted in the description of the Counseling Services, the treatment approach is identity-oriented. The ultimate goal of this treatment approach is to lead the individual away from a failure syndrome by learning to deal with his/her behavior in a more successful manner. In essence, students are asked to identify the area in which they have been doing poorly, develop a better plan, and carry out their new program with a stronger commitment. Under the auspices of Reality Therapy, excuses are not accepted. Should failure occur, natural consequences or discipline will be the result.

Over the past several years, the Industrial School has found success with this treatment modality and other state agencies dealing with juveniles have initiated Reality Therapy as their own treatment approach.

HISTORY AND LOCATION

Established as a co-educational institution for adjudicated youth by an act of the Legislature in May, 1902, the North Dakota Industrial School was opened on May 13, 1903.

The North Dakota Industrial School is situated in the beautiful Heart River Valley adjoining the southwest city limits of Mandan, North Dakota. The Industrial School lies in the Missouri River Valley with the Heart River forming a natural eastern boundary.

The campus is located on approximately 125 acres of land just west of the Heart River and City of Mandan. The school, looking much like a North Dakota college campus, is divided east and west by a beautiful tree-lined roadway.

NORTH DAKOTA INDUSTRIAL SCHOOL CAMPUS

The North Dakota Industrial School currently has four (4) cottages which house the student residents. Three of the cottages house male students, Hickory, Brown and Pine. One of the cottages, Maple, houses all the female student residents.

Each of the four cottages is staffed by a Cottage Director and a team of Resident Counselors, all of whom provide supervision 24 hours a day, 7 days a week. The Cottage Director is directly responsible for the facility, the staff, the student living activities, and the behavioral management of the students.

On the east side of the campus, three cottages are located. Brown Cottage, which was opened on December 22, 1963, has a capacity of 24 students, and is a treatment cottage. Maple Cottage, housing the female student residents placed at the North Dakota Industrial School has a capacity of 35 students. It was completed in 1952 and student residents in this cottage can either be placed in a single or multiple resident rooms. Maple Cottage is unique in that it features a Receiving and Development Unit, serves as a maximum security unit for females, and is also a treatment cottage for female students. Pine Cottage was re-opened as a security and treatment cottage in 1983. Old Pine Cottage burned in January of 1981, and this is a completely rebuilt and remodeled cottage. It has a capacity of 14 students, with overflow capabilities.

Hickory Hall is located on the west side of the campus and was completed in 1955. It has a capacity of approximately 25 students. Presently, Hickory Hall serves as the facility for the Receiving and Development Unit for male students, and is also utilized as a treatment cottage.

The All-Faiths Chapel, completed in 1964 is also located on the west side of the entrance roadway and is used to conduct religious services for all denominations and special religious programs. The Commissary building, erected in 1964, includes a meat department which has a walk-in cooler, a regular cooling unit, and a sharp-freeze unit.

The Administration and Education Building, completed in 1961, is located on the southeastern side of the campus. This facility contains a modern school with library, music and art, crafts, two vocational areas, and an academic area. The Vocational Education and Maintenance Building is located on the northern side of the Administration/Education building and houses the three vocational departments, carpenter, auto/motor mechanics, and plumbing/maintenance shops.

Water used for drinking and sanitary purposes is supplied by the City of Mandan. The North Dakota Industrial School wells furnish water needed for irrigation and watering of lawns.

One-half of the campus is contained within the corporate limits of the City of Mandan, and protection is provided by the Mandan City Fire Department and Mandan Police Department. The North Dakota Industrial School is also included within the Mandan Rural Fire Department District.

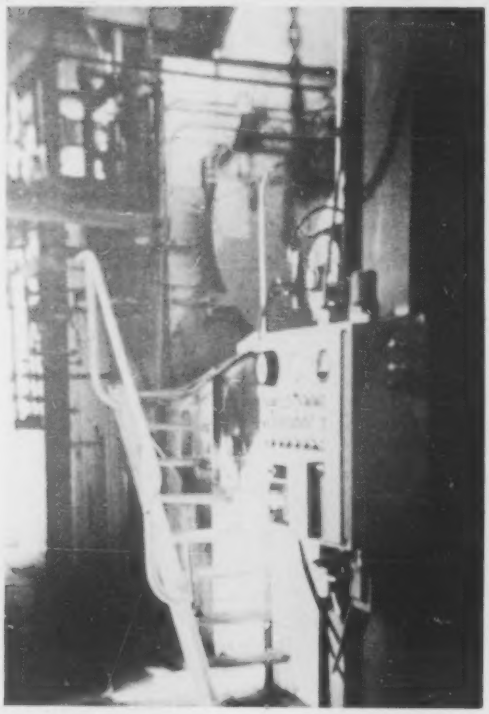
Administration/School Building

NORTH DAKOTA INDUSTRIAL SCHOOL DEPARTMENTS

In addition to Administrative, Clerical and Business Management areas, the North Dakota Industrial School has three other departments. They are: MAINTENANCE AND CAPITAL IMPROVEMENTS (PHYSICAL PLANT); RESIDENT CARE, TREATMENT AND AFTERCARE; and EDUCATION. a description of these services follows:

MAINTENANCE AND CAPITAL IMPROVEMENTS:

The Maintenance Department is under the direction of Mr. Henry Eckroth, Director of the Physical Plant. The primary purposes of this department are to maintain a satisfactory appearance of all buildings and grounds; provide maintenance on institutional vehicles and equipment; provide repair and maintenance services to all cottages and buildings. This includes the maintenance areas of plumbing, carpentry, electrical, heating, and other general maintenance activities.



NDIS Heating Plant

The department consists of fourteen positions. They are a plumber, a carpenter, an electrician, a heating plant supervisor, three heating plant operators, a laundry supervisor, a custodian, and a maintenance worker. The department also includes the food service area with four staff members. Plus, it also includes two part time staff which are funded by the statewide Green Thumb Program and the Morton County (CWEP) Community Work Experience Program. The custodial staff is also enhanced by a Green Thumb participant.

Major projects completed during the biennium included the completion of an extensive air exchange system for Brown Cottage. In the resident living area, new all-purpose windows were installed on the second and third level of Maple Cottage (female residence). It has provided greater light, ventilation, and a much improved appearance.

The swimming pool area had major renovation in insulation and exterior stucco. In order to make the building more heat efficient, other measures were taken to reduce moisture in the building.

The interior of Hickory Cottage, a male residential unit, was completely renovated to make it a more efficient and comfortable living residence. The renovation also enhanced the observation and supervision capabilities of the staff working in the cottage.

In addition to new windows, the interior of Maple Cottage was renovated to provide better observation and security. The shower room was remodeled and a new kitchenette was constructed during this period.

Major roof construction was completed for Hickory and Maple Cottages. The administration and education building, the gymnasium, and the garage-shop complex roofs were repaired.

The gymnasium floor was re-surfaced and re-sealed. Extensive painting was done throughout the gymnasium and swimming pool areas during these periods.

A major addition to the maintenance department was the purchase of a generator. It is an emergency power supply in the event of a major blackout or a lengthy power outage.

Dutch Elm Disease continues to be a problem on the campus, as a result, a very extensive tree replacement program is maintained.

Elm Tree wood splitting operation

FUTURE DIRECTIONS:

With much excitement and anticipation, the dining-kitchen facility will be constructed during the new biennium, and we are anxiously looking forward to Phase 2 which will include a new residential facility.

Linda Klein, Food Service Supervisor

RESIDENT CARE AND TREATMENT DEPARTMENT:

The North Dakota Industrial School Resident Care & Treatment Department, under the direction of Mr. Conrad A. Dvorak, consists of the following areas: Intake/Counseling, Cottage Programs, Support Services and Drug/Alcohol Awareness Program. The Resident Care and Treatment Department has a total of 44 full time authorized state positions.

The major goals of the Resident Care and Treatment Department include:

1. Provide a diagnostic assessment of each student through a comprehensive clinical, educational and vocational testing program;
2. Provide individual as well as group counseling to students;
3. Design and coordinate treatment plans for each student;
4. Provide for the medical, physical, residential and spiritual needs of students;
5. Provide the necessary programming services that will best benefit students during their placement at the North Dakota Industrial School;
6. Keep records and monitor the progress of each student;
7. Develop and coordinate plans regarding the release of each student;
8. Provide consultation and training for all staff at the North Dakota Industrial School;
9. Provide for the coordination of aftercare services;
10. Provide for the care and needs of residents while at NDIS.

ACCOMPLISHMENTS:

During the 1985-87 biennium, the Department of Resident Care and Treatment expanded services to victims of sexual abuse. Through a grant from the Children's Trust Fund and existing funds, an abuse prevention program was implemented. All residents are provided information to assist them in avoiding victimization.

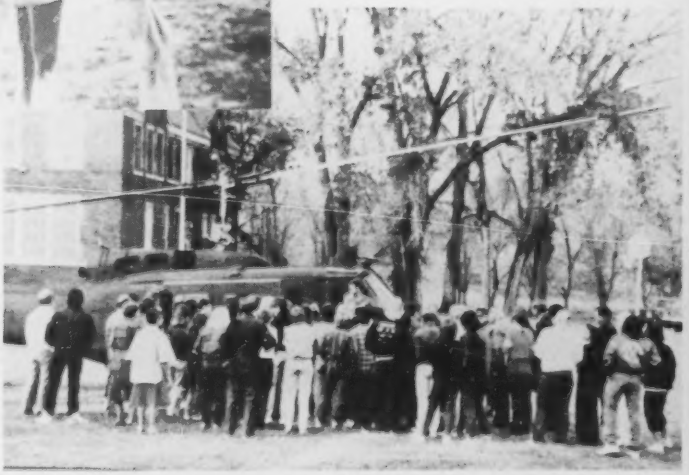
A Sexual Offenders Program was developed and implemented to address the growing number of offenders identified. Group, individual and family counseling are provided these residents, as well as specific and intensive follow-up. Training for staff has increased in this specific area through cooperation with other agencies.

A Level System has been implemented in all cottages. The Level System is comprised of steps ranging from I to IV, which allows students to learn and demonstrate increasing amounts of responsibility in a balanced and progressive manner.

The Challenge Program continued its development and refinement. Treks were held for both male and female residents. Several additional staff were involved both in training as trek leaders, as well as conducting treks.

Special Projects

and Learning Experiences



Dr. William Glasser, the founder of Reality Therapy/Control Theory was in Bismarck, as well as at the Industrial School, to provide an update on his new ideas and provide training.

RECEIVING AND DEVELOPMENT PROGRAM:

Residents are not admitted to the North Dakota Industrial School without an official commitment order. New residents are taken to the intake cottage; Hickory Cottage, for boys, and Maple Cottage for girls.

All residents will be placed in a Receiving and Development Program (R & D), which is the assessment program at NDIS. The Receiving and Development Coordinator will be working with the residents for the first month of his or her commitment.

During the R & D period, we work closely with the residents to get acquainted and to address their behavior, education, family problems and needs. We complete the evaluation process through means of behavioral observation, testing and interviews. This period is also a time when the residents are oriented to the services and programs that are available to help them.

Case Management

Receiving and Development Staffing

The R & D Program for each resident culminates in a formal meeting, which is called the R & D Staffing. At the staffing, reports will be presented that have been written by Cottage Residency Counselors, Teachers, and Testing Personnel. The parents of each resident will receive a letter from the R & D Coordinator inviting them to attend the staffing. At this staffing, recommendations and decisions are made, regarding further treatment, length of stay, programming and placement.

At the time of staffing, the parents will meet with the resident's assigned treatment counselor, who will at that time discuss with the parents, any questions or concerns they have regarding the treatment programs at NDIS.

During the first few days of the resident's intake, a packet of information will be sent out to the parents. The packet will include the following: 1) Consent for Release of Information; 2) insurance form; 3) permission form allowing resident to smoke; 4) permission form allowing resident off campus; 5) letter stating that we will not be liable for residents personal items of value; 6) medical form; 7) regulations for residents regarding visitations, off campus visits, money, etc.; and, 8) a letter from the Superintendent.

COUNSELING PROGRAM AT NDIS:

All residents are assigned a treatment counselor and are involved in an Individual Treatment Program which is developed with his/her counselor. The Individual Treatment Program is developed, through getting input and ideas from the resident, the family, and community worker, and any other agency involved with the resident.

The purpose of developing an Individual Treatment Program (ITP) is to clearly define the goals and objectives of the expected behavior and accomplishments. Specification of plans and goals will be included in the Individual Treatment Program, and they will include the following areas:

1. Educational needs.
2. Residential living expectations.
3. Counseling, the identification of basic needs.
4. Recreation.
5. Employability.
6. Family relationships.
7. Strengths and weaknesses.
8. Placement.
9. Drugs and Alcohol.
10. Other.

All residents will be involved in a treatment group, held three times a week. The group has guidelines which the residents follow. Group goals include:

1. Identifying problems and look for solutions.
2. Build trust.
3. Learn cooperative living.
4. Learn from one another.
5. Build togetherness.
6. Develop plans.

All residents are seen at least one scheduled time per week by his/her treatment counselor.

A sexual abuse group is available to any female or male victim that have been sexually abused. This group is led by co-facilitators, a female and male therapist.

DRUG AND ALCOHOL PROGRAM:

The goals of this program are: 1) prevent drug/alcohol abuse (or further abuse) through education of our entire population; 2) prepare students, assessed as abusers, for treatment at a chemical dependency treatment facility; and, 3) inform students of and coordinate into support programs in the community to help students maintain abstinance upon their return to the community.

Drug and Alcohol Awareness programming is offered in three phases:

Phase I consists of a series of six (6) one hour sessions. Each session is based on a specific area of drug and alcohol abuse. All NDIS students are involved in Phase I:

	Topic:	Lecture:	Film:
a)	Pharmacology	30 min.	Epidemic: Kids, Drugs & Alcohol
b)	Chemical Dependency	30 min.	Me, An Alcoholic
c)	Family Disease	30 min.	Soft is the Heart of a Child
d)	Defense Mechanisms	30 min.	It Can't Happen to Me
e)	Decision-Making/ Problem-Solving	30 min.	A Step in Time
f)	Recovery/ Community Resources	30 min.	Too Good to Waste

Phase II consists of twelve (12) two hour sessions. Each session consists of a topic, a report on a step from the AA Program and a usage history. The following topics are discussed through video tapes and/or lectures, and each student is required to respond with a written report:

a) Pharmacology
b) Chemical Dependency
c) Prevention
d) Peer Pressure
e) Self-esteem
f) Children of Alcoholics
g) Drug Abuse
h) Drinking & Driving
i) Spirituality
j) All Topics Together

The students learn to share information, give feedback and prepare for further treatment. Students with alcohol and drug problems are involved in Phase II Programming. Students in Phase II learn about the "12 steps" of AA which is programming for Phase III.

Drug & Alcohol Program

Group Session

Phase III consists of exposure to Alcoholics Anonymous. A group of four boys attend weekly AA meetings in Bismarck and a girls AA group meets weekly, involving 8-10 girls.

Phase I, II and III take place on campus with students involved on a one-to-one basis or in a group.

Additional services provided consist of:

1. Family involvement, consisting of periodic meetings with student, parents and cottage counselors regarding students progress in drug and alcohol programming.

2. Treatment coordination consisting of contacts with families and treatment centers to set treatment dates, verify insurance and share information.

3. Staffings and involvement in student's treatment at a community-based treatment center consisting of visits to update student progress, as well as to confront reoccuring prior behaviors that tend to cause dismissal from treatment, resulting in return to this institution.

Independent Living Skills Class

Families are encouraged to be involved in their child's treatment program while at the Industrial School. The more involvement, the better we are able to assist in family reunitement and to make the transition back home more successful.

Treatment Team Meetings are held at least every three months, to discuss each resident's treatment program. The Treatment Team members consist of the resident's Cottage Director, Counselor, three or four teachers from the educational department, and a

cottage staff. The purpose of this meeting is to review and develop goals and objectives to help each resident meet his or her needs successfully, and to compare his or her perception to how others see him or her doing. Parents and community workers are invited to attend these meetings.

RESIDENT LIVING:

1. CODE OF CONDUCT: The North Dakota Industrial School has a written and posted code of conduct for residents, listing consequences for behavior which violate facility rules and regulations.

2. LEVEL SYSTEM: Each cottage has a level system that allows for residents to learn and demonstrate increasing levels of responsibility in a progressive manner. The level system goes from Level I to Level IV with IV being the highest. Residents must apply for each Level, completing an application and receiving approval from those staff that work with him/her in each area of his/her program. The application will be submitted to the Cottage Director, who will make the final decision after receiving input from the staff that work directly with the resident.

3. RESIDENT ACCOUNTS: Residents are allowed to have money while at the Industrial School. Each resident has an account and is able to withdraw up to $15.00 per month on the 1st and the 15th. A student may carry $5.00 on their person. Anything over $5.00 will be secured and cared for in the cottage by the Cottage Director.

4. VISITS AND VACATIONS: Residents are encouraged to have visitors on campus as well as visitations and vacations off campus. Visitation hours are between 1-5 p.m. on Saturday and Sunday and at special times arranged for during the week. Arrangements to visit at any time must be pre-arranged with the Director of the Cottage in which the resident lives.

5. COTTAGE JOBS AND CAMPUS ASSIGNMENTS: Residents will be involved in both cottage job assignments and campus jobs. The purpose being to teach and develop new skills, better work habits and responsibilities. Residents must demonstrate responsibility in the cottage areas before they progress to campus assigned tasks or projects that require residents to go off the Industrial School grounds.

6. SEXUAL HEALTH PROGRAM: A Sexual Health Program is offered to the residents to better understand the psychological sexual development of males and females. Persons from various agencies throughout the community are invited in to discuss with the residents, topics and related issues on sexual development.

7. SECONDARY COUNSELOR: Secondary counselors are resident supervisors who work with the students in the cottages. Each resident is assigned to a secondary counselor. The secondary counselor works with the primary counselor in implementing a resident's Individual Treatment Program. He/she is responsible, in addition to his/her supervisory tasks, of meeting with and talking to a resident about any issues, concerns or programs.

CHALLENGE PROGRAM:

A challenge "Experiential Education" Program is provided at the North Dakota Industrial School. The program consists of two types of challenge treks: hiking treks in the late spring and early fall, and canoe treks in the summer months. The challenge program teaches survival skills and helps residents to build self-esteem and confidence in their ability to succeed and to complete difficult challenges. Residents are chosen for the program based on both their progress and ability to benefit from the program.

Backpacking in the Badlands

Rafting on the Missouri River

CULTURAL AWARENESS PROGRAM:

The Cultural Awareness Program is provided to teach a better understanding and appreciation of Indian Arts and Crafts, as well as to gain more knowledge on Indian Tribes and their way of life.

The Cultural Awarness Program meets weekly and is open to all residents.

Leo Wilkie, Artist-In-Residence

Art Program

RECREATION:

Recreational activities are provided to residents to enhance their emotional, social and physical development. Student representatives are scheduled by the residents of each cottage to represent them at a weekly scheduled recreational meeting, to provide input on the following weeks activities.

Recreation for residents is divided into four areas:

1) Physical education classes.
2) Life time sports.
3) Intramural sports.
4) Social recreation.

Life Time Leisure Sports

CHAPLAINS PROGRAM:

Religious services are held both on Saturday and Sunday; Saturday at 4:00 p.m., Catholic Mass is held; and, Sunday a Lutheran Worship service is held at 10:30 a.m.

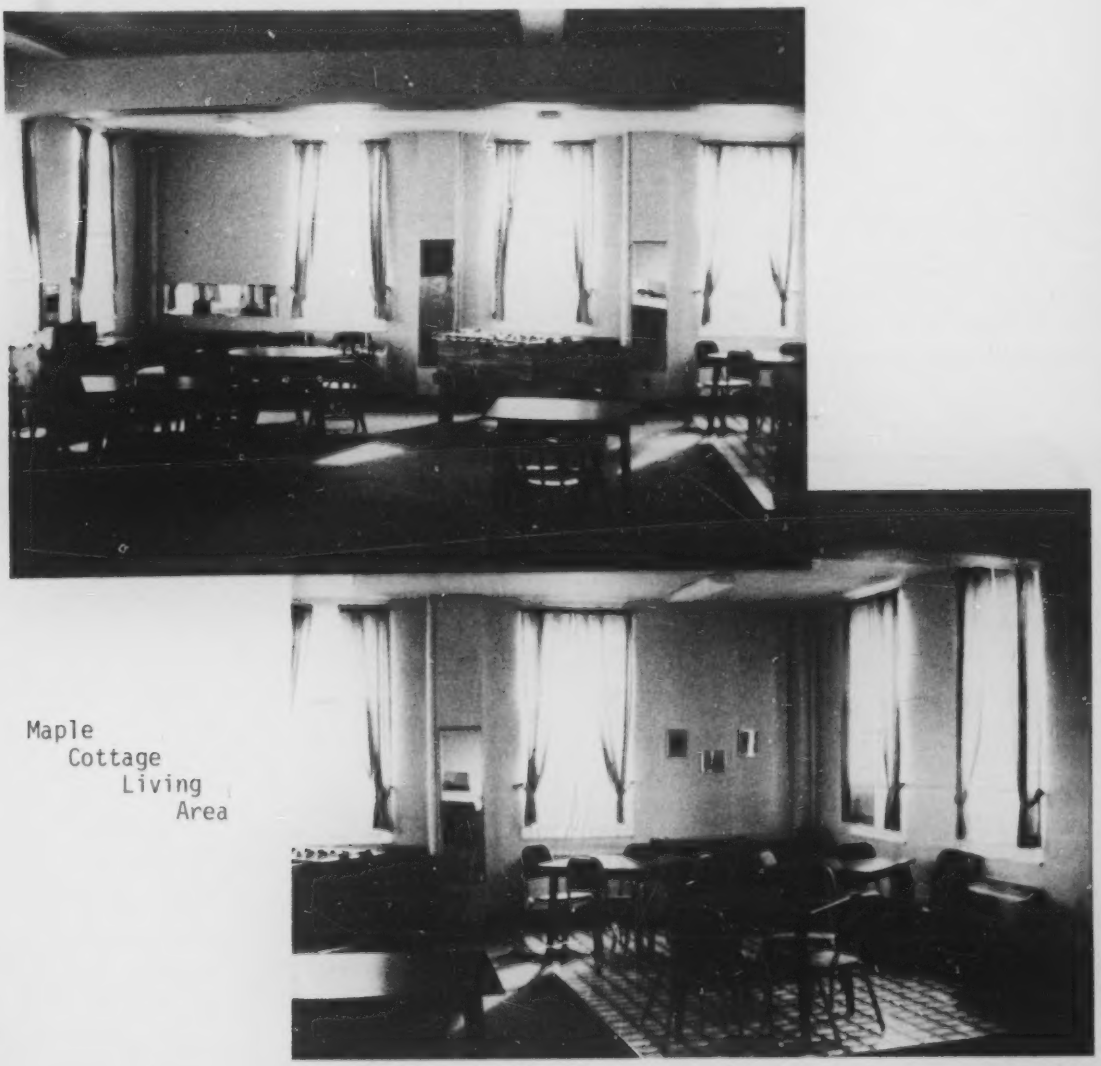
Other religious groups that have special ministry to youth are invited to conduct religious activities with our residents. We do encourage residents to attend, however they are not required to attend.

All Faiths Chapel

MEDICAL, DENTAL, AND OPTOMETRIC SERVICES:

Upon arrival, all residents are given a handout which explains the process to gain medical access. All residents will initially be seen by the school nurse for a pre-physical examination, followed by a physical examination by a doctor, and thereafter by request of a resident or staff through a designated referral process. There is a facility doctor who is available for clinic once a week or as needed. If any emergency situation occurs, emergency care will be provided and the parent or guardian will be contacted as soon as possible.

Dental care will be given based on individual need of each resident. Visual screening is done by the school nurse, after admission. If there is a need for eye glasses, the school will provide the examination, plastic frames and lenses.



Maple Cottage Living Area

AFTERCARE SERVICES:

The Aftercare Coordinator at the North Dakota Industrial School is responsible for the aftercare program with primary duties of establishing, administrating, and supervising the institutional Aftercare Program.

When residents are ready for release from the North Dakota Industrial School, the primary counselor develops, with the resident, a release plan, coordinating the plan with a community worker.

If the resident is on a commitment from the State Youth Authority (SYA), Tribal Court or Federally committed, when released, he/she is discharged back to that agency. If the resident is here on a direct court commitment he/she is placed on a trial placement status, under the supervision of either SYA or a probation officer from the courts.

The Aftercare Coordinator interviews each student prior to placement and assists in evaluating the placement.

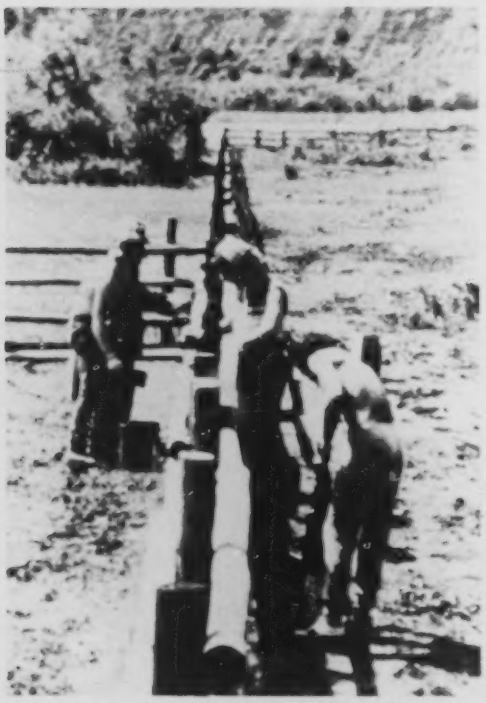
The Department coordinates the development of placement regulations for students placed on trial placement, and requests monthly evaluations from the community aftercare worker. While monitoring these evaluations, the Aftercare Coordinator works with the aftercare supervisor and authorizes changes in placement regulations, recommends referral to other agencies, and recommends the rescinding of placement orders to the Superintendent whenever it appears appropriate the student should be returned to the institution.

Students, upon being returned to NDIS, may be placed in our Returnee Program. The Aftercare Coordinator works with each student prior to their return staffing to prepare them for re-entry into an appropriate program.

NEEDS AND FUTURE DIRECTION FOR THE DEPARTMENT OF RESIDENT CARE AND TREATMENT:

The present needs of the Resident Care and Treatment Department are as follows:

1. A resident living unit that is expandable and allows for optimum supervision.
2. A more comprehensive family program.
3. A short-term program for first time & non-serious offenders.
4. A more comprehensive work and training program to help prepare residents for the World of Work.
5. A more active outdoor experiential education challenge program.
6. A more intensive staff training program.
7. An aftercare system that is responsive to the needs of residents leaving the Industrial School. This includes access to less restrictive residential care programs, group homes and more intensive supervision of residents on placement in their homes.



Theodore Roosevelt Natl. Memorial Park Project

The N. D. Industrial School must take a direction of more specialization in specific need areas such as family, victim sexual abuse, sex offenders, drug and alcohol abuse, job preparation, and outdoor challenge programs. It must also be responsive to the needs of residents with emotional and psychological problems that are not appropriate for hospitalization.

Potato Crop Harvesting--

EDUCATION DEPARTMENT:

The educational system of the North Dakota Industrial School operates as a state operated institution and is known formally as Marmot High School. Marmot High School has its own school district, the Marmot High School District. This system is supervised, directed, and administered by the Director of Education, Frederick R. Kitko.

The Director of Education and all certified teachers are credentialed by the North Dakota Department of Public Instruction and meet standards to ensure that state educational accreditation standards are met fully, in all programs, for the advancement and graduation of students from an accredited high school district. The Director of Education also has the responsibility of administering the vocational education program at Marmot High School. The State Board for Vocational Education and the Department of Public Instruction accredits our vocational program and also certifies the standard of the professional vocational teaching staff.

JTPA Program - Interviewing Techniques

Additionally, the Director of Education provides leadership and direction for curricular development and program implementation; assures compliance with federally funded programs, such as Chapter I, Vocational Education, Special Education and other grant procurements, by monitoring each program and provides technical assistance; and, provides guidance services, with other staff members, for students in both the academic and vocational program planning of his or her program.

The Director of Education has a direct support staff of an administrative secretary and a human service aide test coordinator. The secretary prepares all transcript procedures; transcribes all schedule changes; types the completion of reports required by the Department of Public Instruction, the State Board for Vocational Education, Chapter I, other documents, correspondence, as well as other imperative secretary duties. The testing coordinator administers intake and pre-release testing, drafts student schedules and communicates with local school districts with the intake and release of student information for programming to the Director of Education for decision-making purposes.

Education to meet Individual Needs

The Director of Education supervises a faculty of twenty fully qualified and certified teachers, each degreed in his or her major or minor field of preparation. Other school staff include an Artist-In-Residence, who is non-certified and a custodian, on a part-time basis. The faculty includes the two supportive staff mentioned previously. The total component number of education personnel is twenty-four.

Individualized instruction is utilized in all academic and vocational classrooms and instruction is accomplished generally, by a one-to-one method. The educational system is designed to be an open entry/open exit system with grade levels ranging from grade seven through grade twelve. There are students whose level of achievement is below the seventh grade level achievement or below his or her expectant grade level. Remedial education is provided to each student.

Science Project

The grading system is standardized in the traditional manner with letter and corresponding arabic numbers. A to D and 100 to 60 are the designated passing grades. Classwork that is not satisfactory to the teachers' program standard is done by the student until it meets the course standard that is established by the teacher, or positive modification is made for the students' learning style or capacity.

Marmot High School cannot be classified as strictly traditional, alternative, or functional. It is all three because the needs of the students are as varied as the classifications and the educational treatments provided.

Home Economics, Learning by Doing

Student assignments within his or her program are a direct result of the classification of students and the educational treatment prescribed. This is based on past and present behavior -academic, emotional, and psychological. Assignments are derived from a course outline or continuum. Steps on the continuum are modules of work to be completed by the student. The completion of the prescribed or pre-determined number of modules called "Ed Pacs" earns a student a certain amount of high school credit. There are students who need modification of these modules or completely new modules may have to be developed.

Educational services at the North Dakota Industrial School are described in terms of six major program areas. They are: 1) Basic Skills; 2) Academic Credit Courses (Carnegie Units); 3) Vocational Education; General Equivalency Development (GED); Testing and Evaluation Program; and 6) Special Education.

The goal of the Basic Skills Program is to have every student achieve his or her grade level in the basic skills of reading, mathematics and language arts before they are released from the institution. The basis for measurement in these areas is the California Achievement Test at pre-release testing. Measurements of student growth are taken as the student progresses through his or her own special program. This allows for corrective measures to be taken by the instructor or treatment team when necessary.

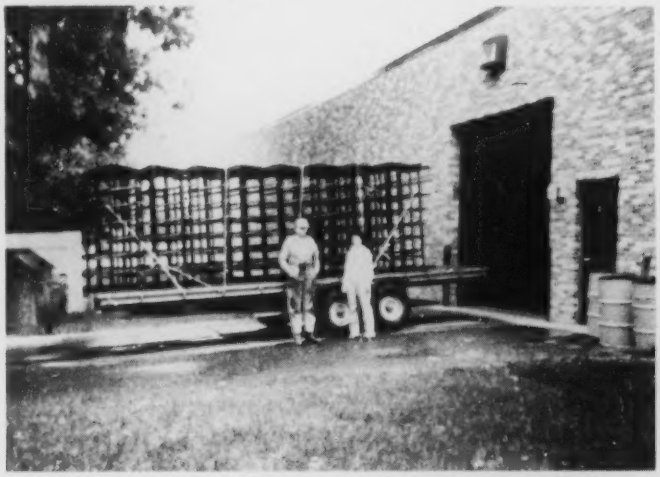
Individualized Instruction

The goals of the Academic Credit Program are to allow students to continue his or her regular traditional high school course work and/or plan his or her program in an alternative way to accelerate course credit deficiencies in order to advance to the next grade level or graduation from high school. This program includes required courses, as well as elective courses. Marmot High School is fully accredited by the Department of Public Instruction.

The goals of the vocational program are to assist students in acquiring entry level job skills as well as earning high school credits. The programs that are approved by the State Board for Vocational Education are: 1) building trades; 2) office education; 3) agricultural motor mechanics; 4) welding; and, 5) home economics. All students over the age of sixteen years participate in vocational education. Students under the age of sixteen years participate in an exploratory core vocational program involving all our vocational areas.

Competency Based Vocational Education

Industries Special Project



Associated with our vocational programs is the Job Training Partnership Act (JTPA) Program. It is a component of the vocational program. The program serves those students who are deemed eligible for JTPA services. Basic instruction in job seeking, job retention and job placement capability are assessed by the JTPA staff. Also associated with one of our vocational programs (Motor Mechanics) is a program of assistance to participants in the Burleigh County, Morton County, and Job Service Program for aid to financially limited individuals. Repairs to automobiles are made at cost or near cost to assist individuals with the financial burden of automotive repairs while receiving assistance from Human Services or Job Service.

JTPA Students, Exploring Post-Secondary Education

The goal of the General Equivalency Development (GED) program is to provide our students who are over the age of seventeen years. It is an alternative means of earning a high school equivalency completion certificate. After completing prepatory work and skill testing, the students are permitted to take a series of five tests, which is the GED examination at the Bismarck State College Test Center.

Innovative, Multi-Media Instruction

The educational testing at Marmot High School provides a comprehensive analysis of each student in order to plan a students' educational treatment program. This program assists all teaching staff in ascertaining various educational, vocational and behavioral needs of our students. The tests that are used to gain a clearer student profile are: The California Achievement Test; the Peabody Individual Achievement Test; the Peabody Picture Vocabulary Test; the Wide Range Achievement Test; the Woodcock Johnson Mastery of Skills Test; Wide Range Interest Opinion Test; Interest Inventory Check List; Attitude Toward School Scale;

Vocational Assessment; and Behavioral Assessment. All students are tested upon entrance and exit from the institution to measure academic and behavioral change in the educational department.

The Library/Media Center has three major functions: 1) It provides library resources for the school and campus; 2) It provides an instructional center where coordination of all media equipment and materials are supplied to the school and campus; and 3) It is a teaching station for our General Equivalency Development (GED) Program.

Within the Library/Media Center, a positive atmosphere is fostered for the student in finding sources of information to encourage student reading for leisure time. The materials in the Media Center are organized for easy accessibility and are used by both students and faculty. Accurate inventories of equipment are maintained which has been purchased by both state and federal monies.

ACCOMPLISHMENTS:

About half of our students participate in our Chapter I Remedial Programs of reading, basic mathematics and language arts. The average gain in all three areas of achievement, has been significant. The average overall gain in 1985-86 was one year and eight plus months (1.81). The average overall gain in 1986-87 was one year and three plus months (1.34). A significant gain has also been witnessed in the overall average growth of all students who are released. This is indicated by the release testing by students on the California Achievement Test.

Special education services were established during the previous biennium with existing staff. During the current biennium these two staff were completing graduate work toward their Master's degrees in Specific Learning Disabilities. Degrees were awarded to them after the close of this biennium. The number of students with specific learning disabilities who have been served is slightly under one hundred.

Marmot High School is also a member of the Morton County Special Education Unit. Being associated with this unit, professional services and special education reimbursements are available to the Marmot High School.

During this biennium, twenty-five students received the Marmot High School diploma. This is a gain of ten students over the previous biennium. In addition, fifty three students completed successfully, his or her General Equivalency Development (GED) Program. This is a drop of only two students over the previous biennium, but is offset by the gain in high school graduates. Sixty students completed his or her vocational program and were awarded certificates of completion. This is a decrease of eleven students over the previous biennium.

Graduation

IN-SERVICE TRAINING PROVIDED FOR NDIS STAFF

The following were the various training sessions which were held for the employees of the North Dakota Industrial School during the 1985-87 biennium.

HEALTH CARE TRAINING:

2 hours	-Anorexia and Bulemia Workshop
2 hours	-"Parenting Teens" Workshop
3 hours	-"Celebrate You", Human Relations Workshop
1 hour	-Sports Injury Seminar
1 hour	-"Health and Life Styles" film
2 hours	-State Lab Testing Program
4 hours	-CPR Recertification
4 hours	-AIDS Workshop
10 hours	-NDIS Safety Week, presentations on safety: Basic First Aid Fire Extinguisher Safety Shop Safety (auto mech/welding/woodworking) Tornado/Fire Drill Procedures
1 hour	-Weight Watchers Lecture

MAINTENANCE:

6 hours	-Lystad's Floorcare Workshop
2 hours	-Lighting Workshop
16 hours	-Food Service Workshops
7 hours	-Builders and Contractors Shows
6 hours	-Asbestos Workshop, Fargo
6 hours	-Asbestos Workshop, Bismarck
6 hours	-Floorcare Maintenance Workshop
2 hours	-Swimming Pool Maintenance Workshop
3 hours	-Water Analysis-Lamco Chemical Company
7 hours	-Cloverdale Foods Workshop/presentation
3 hours	-Heskett Plant-MDU
6 hours	-North American Coal Corporation Tour

ACADEMIC:

50 hours	-All Service Vocational Education Conference
16 hours	-Teacher In-Service
8 hours	-GATB Testing Training-Job Service
2 hours	-Interpretation of ASVAB Test Results
6 hours	-NDACLD Workshop
1 hour	-ASVAB In-Service
24 hours	-ND Adult Education Association Conference
11 hours	-Special Needs Seminar
7 hours	-IBM Seminar
24 hours	-IBM Program/Workshop
18 hours	-NDEA Teacher's Convention
8 hours	-Bismarck Educational Expo
6 hours	-Advanced Interpretation of the WJPB
3 hours	-Library Services to Handicapped Workshop
3 hours	-Philosophy of Vocational Education

N. D. Highway Patrol
Orientation & In-Service Training

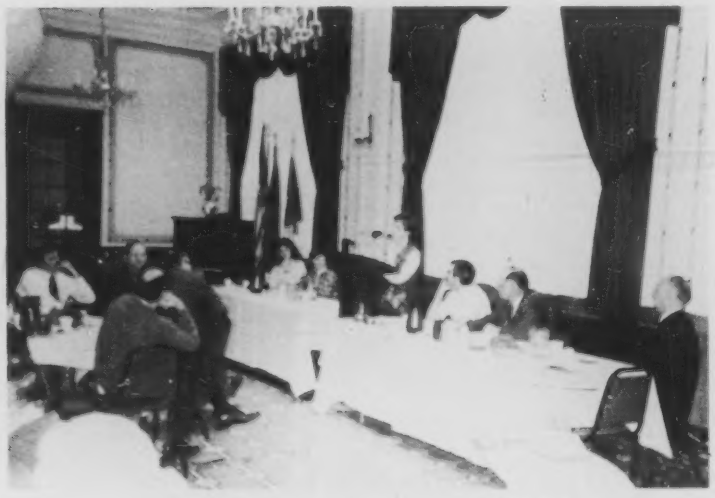
OFFICE/MANAGEMENT:

3 hours	-Radio Communications
1 hour	-EEO-"What You Need to Know"
7 hours	-Business English Seminar
20 hours	-Governor's Safety Seminar
8 hours	-"The Basics of Supervision Workshop"
5 hours	-Right to Know Law seminar
4 hours	-In-service on Right to Know Laws
52 hours	-Dbase III Program Training
8 hours	-"Today's Professional Secretary" seminar
20 hours	-Juvenile Justice Workshops
2 hours	-Pre-Action Hearings training
2 hours	-Progressive Discipline training
21 hours	-Advanced Dbase III training
6 hours	-"Assertiveness Training for Professionals"
40 hours	-ACA Correctional Supervision Training
16 hours	-AMA Management Training
4 hours	-Management Involvement Seminar-IBM
15 hours	-Professional Relations and Ethics
12 hours	-Computer in-service-EasyWriter II
12 hours	-ND Juvenile Justice Conference
16 hours	-New Accounting System training
16 hours	-Region IV CEA Spring Conference
20 hours	-CEA Conference, Lincoln Nebraska
25 hours	-Beginning & Intermediate Computer training

CLINICAL:

16 hours	-ND Conference of Social Welfare
22 hours	-ND Conference on Child Protection
41 hours	-Reality Therapy training
35 hours	-Reality Therapy Intensive Training Week
2 hours	-Child Abuse Laws
1 hour	-Human Sexuality Program

4 hours	-Scuba Diving Training
4 hours	-Child Sexual Abuse Services
11 hours	-Suicide Prevention Training
40 hours	-"Back In Control" Workshop
32 hours	-"Alcohol Studies", summer school
40 hours	-Heartview Foundation Training
12 hours	-Working With Indian Families
35 hours	-"Family Victimization: Child Sexual Abuse and Domestic Violence" seminar
3 hours	-"Kids Are Worth It" presentation
20 hours	-"Inerac" Workshop
20 hours	-Pharmecology Course
2 hours	-Image and Self-Esteem Workshop
7 hours	-Juvenile Sex Offenders Workshop
45 hours	-Child & Adolescent Psychology course
17 hours	-"Understanding Sexually Aggressive Behavior In Adolescence"
20 hours	-National Adolescent Conference, Minneapolis
5 hours	-Minot Conferences & Institutes Seminar
32 hours	-"Respect for Life" Family Program
3 hours	-"Make the Most of Yourself", Dr. Kearns



COMMUNITY RELATIONS & MEDIA COMMUNICATIONS

One of the goals of the North Dakota Industrial School is to increase the awareness of our role. This was accomplished through tours, film presentations and meetings/conferences with various groups and individuals. The following are just a few of the groups which toured; there were many more from various state agencies and schools as well as homemaker clubs:

COMMUNITY RELATIONS (CONTINUED):

-Governor George A. Sinner
-Law Enforcement Council
-ND State Board for Voc. Ed.
-Juvenile Justice Subcommittees
-Federal Bureau of Prisons
-Casey Family Program foster parents
-Dr. Fitz-George Peters
-Med Center I Sports Medicine
-Mary Louise Defender Wilson
-Vocational Evaluation Center
-Green Thumb Program-Mandan
-Ft. Totten Tribal Court
-ND Legislative Council
-Morton County Commissioners
-Jamestown St. Hosp. Adol. Unit
-SYA staff and supervisors
-Dawson Community Coll, Glendive
-Juvenile Justice Task Force
-St. Croix Camp personnel
-Dayton's Department Store
-ND Mental Health Association
-Mary College School of Nursing
-ND Council on the Arts
-ND Court Services personnel
-Foreign Exchange Students
-ND Leg.Council Budget Committee
-Ehrenkrantz Study Group, New York
-Kevin Locke, Sioux Indian Culture
-Turtle Mountain Tribal Court
-Jamestown Juvenile Court
-NDCOVE Advisory Committee
-DOI Superintendents/Bus. Mgrs.
-Morton County States Attorney
-Burleigh County Social Services
-House Appropriations Committee
-First Lutheran Church
-Bis.Baptist Sr. Citizens Group
-Dr.Wm. Glaser, Control Theory
-Mandan Rotary Club
-Ann Carlsen School, Jamestown
-Ritterbush Architectural firm
-ND Economic Develop. Committee
-Motorola Company
-Casey Family Board of Trustees
-Grafton Juvenile Crt,Judge Geiger
-Sedrick Good House, Ft. Yates
-Luther Hall Staff
-PYB, Bismarck
-Foster Parent Assocation
-Boy Scouts of America
-Dept. of Human Services
-Minot State College
-Dickinson Youth Group
-ND Highway Patrol
-ND Arts Council
-Edgeley FHA
-Weight Watchers Club
-Mandan Police Department
-Bismarck Tribune
-Jamestown CDU
-Army National Guard
-ND Ministoral Pastors
-Fargo Detention Unit
-St. Alexius Hospital
-Harvey High School
-Miss Indian America
-Wilton High School
-St. Mary's, New England
-Burleigh Co. Rescue Team
-Glen Ullin High School
-First Lutheran Church
-NDPERS Insurance Rep.
-CAPCARE Insurance Rep.
-Melroe Company
-OMB Budget analysts
-BSC Sociology Class
-Steele High School
-Vocational Rehabilitation
-Legislative spouses
-Grafton High School
-ND Job Service
-Hatton High School
-Langdon High School
-Job Corp
-Binford High School
-Linton Junior High School
-Barsness, Architects
-ND Juvenile Court Assn.
-AWBW Architects
-Lightowler/Johnson
-Tvenge Architects
-Al Fitterer, Architects

INFORMATIONAL DATA ON STUDENT POPULATION

	BOYS	GIRLS	TOTAL
STUDENT POPULATION, June 30, 1985	93	26	119
ENTERED:			
July 1, 1985-June 30, 1987:			
New students committed	182	68	250
Returnees:	89	44	133
Totals=	271	112	383
Returned for violation of placement---------- 74			
Recommitted---------- 59			
DISCHARGED:			
June 30, 1985-July 1, 1987	248	105	353
STUDENT POPULATION, June 30, 1987	85	30	115
TOTAL RUNAWAYS DURING PERIOD:	50	25	75
From vacation---------- 20			
From Institution---------- 47			
From other Institutions----- 8			
STUDENTS RETURNED FROM:			
Runaways	50	25	75
Still at Large	0	0	0
STUDENTS PLACED ON TRIAL PLACEMENT:	89	20	109

SOCIAL INFORMATION - RACE

	BOYS	GIRLS	TOTAL
Caucasian	210	85	295
Native American	52	28	80
Hispanic	1	0	1
Black	2	1	3
Other	4	0	4
TOTAL	269	114	383

AGE AT TIME OF COMMITMENT

	BOYS	GIRLS	TOTAL
AGE:			
13	5	6	11
14	30	19	49
15	55	29	84
16	102	41	143
17	75	19	94
18	2	0	2
TOTAL	269	114	383

COMMITTING AGENCY

	BOYS	GIRLS	TOTAL
Bureau of Indian Affairs	23	12	35
State Youth Authority	102	60	162
Juvenile Court	140	41	181
Federal Court	4	1	5
TOTAL	269	114	383

COUNTY OF STUDENT RESIDENCE

	BOYS	GIRLS	TOTAL
Barnes	7	1	8
Benson	3	2	5
Bottineau	3	2	5
Bowman	2	1	3
Burleigh	38	21	59
Cass	49	12	61
Cavalier	0	2	2
Dickey	2	0	2
Divide	0	1	1
Eddy	0	1	1
Foster	0	1	1
Grand Forks	28	15	43
Hettinger	2	0	2
McIntosh	1	0	1
McKenzie	1	0	1
McLean	0	2	2
Morton	11	6	17
Mountrail	5	3	8
Pembina	2	1	3
Pierce	3	0	3
Ramsey	5	2	7
Ransom	2	0	2
Richland	3	0	3
Rolette	22	4	26
Sioux	5	4	9
Stark	8	3	11
Stutsman	10	9	19
Traill	1	0	1
Walsh	7	1	8
Ward	25	7	32
Williams	23	12	35
Out-of-State (SD)	1	1	2
TOTALS	269	114	383

COMMITMENT STATUS

OFFENSE:	BOYS	GIRLS	TOTAL
Delinquent Offenders	235	38	273
Status Offenders	35	75	110
TOTAL	270	113	383

NOTE: Out of the 383 students, 125 were committed for 30, 60 and/or 90 day evaluations/assessments.

PREVIOUS PLACEMENTS

	BOYS	GIRLS	TOTAL
Charles Hall	3	10	13
Dakota Boys Ranch	25	0	25
Eckert Youth Home	2	6	8
Gilfillan Center, MN	1	0	1
Good Bird Home	9	4	13
Heartview Foundation	14	4	18
Home on the Range	18	0	18
Jamestown State Hospital	60	29	89
Luther Hall	0	15	15
St. Joseph's, Minot	6	2	8
United Recovery, Grand Forks	7	0	7
Lake Wild Rice Center, MN	1	0	1
Oppen House	0	1	1
Wahpeton Indian School	1	2	3
Ft. Totten Group Home	0	4	4
Pierre Boarding School, SD	2	1	3
Genesis Treatment Ctr., MN	1	0	1
St. Joe's Hospital, Dickinson	1	0	1
St. Alexius, Bismarck	5	6	11
New Beginnings, SD	0	1	1
Job Corp	1	0	1
St. Ansgar's, Iowa	1	1	2
School for Deaf, Grafton	1	0	1
Glenmore Hospital, Crookston MN	1	0	1
Plankington Institution, SD	1	0	1
Flandreau Indian School, SD	2	0	2
Bar None Center, MN	1	0	1
Fergus Falls Hospital, MN	1	0	1
St. Francis Med. Ctr., MN	1	0	1
St. Luke's Hospital, Fargo	1	0	1
TOTAL	167	86	253

PROGRAM INVENTORY AND COST ANALYSIS SUMMARY

COST SUMMARY BY PROGRAMS

Major Improvements	$ 140,537.00	
Auxiliary Services	930.403.27	
Administration	787,205.49	
Student Living	1,416,770.62	
Education	1,259,493.68	
Clinical	496.372.96	
1985-87 Costs		$5,030,783.02

COST SUMMARY BY OBJECT

SALARIES & WAGES:

Salaries & Wages	$3,171,008.13	
Fringe Benefits	763,521.83	
Total Salaries & Wages		$3,934,529.96

OPERATING EXPENSES:

Microfilm Service	629.00	Centr.Reprod.-Pntg.	4,144.00
Travel	14,875.82	Books	14,676.07
Motor Pool	9,433.84	Periodicals/Subsrp.	5,925.09
Inmate Allowance	9,953.59	Educational Supply	31,376.63
Water-Garbage	29,913.40	Testing Mat.	188.56
Natural Gas	51,481.35	Food Supply	175,886.79
Electricity	96,501.23	Dry Goods	22,519.44
Rent of Equipment	1,263.34	Medical Supply	1,483.24
Office Equip.Rental	7,337.85	Medicine	7,696.81
Postage	5,523.57	Dishes/Silverware	6,505.32
Telephone	16,764.74	Laundry Supply	9,974.30
Repair Equip.-Office	283.25	Janitoral	15,085.64
Repair Equip.-Auto	84.90	Seed	1,907.94
Repair Equip.-Other	7,139.56	Trees/shrubs	881.95
Service Cont.-Office	4,186.25	Hdwe/Bldg.supply	41,305.84
Repair Bldg.& Grnds.	6,367.54	Expendable tools	10,011.87
Medical-Incl.Hosp.	46,507.32	Paint	7,310.83
Audits	3,885.00	Plumbing	4,955.98
Legal Transcripts	420.00	Electrical	8,714.36
Consulting Serv.	13,172.21	Boiler	37,258.87
Prof. not Classif.	9,398.00	Equip.Repair Parts	10,445.47
Property Insurance	8,261.48	Coal	86,092.01
Liability Insur.(car)	4,328.00	Heating Oil	5,772.00
Radio/TV/Newspaper	1,590.24	Tires-vehicles	1,987.55
Licenses	97.00	Road Maint.Supply	23.03
Dues-Membership	355.00	Recreation supply	9,221.06
Frt. & Express	829.35	Gas & oil	11,292.27
Extermination Serv.	1,493.53	Repair Parts-auto	2,115.27
Professional Develop.	297.10	Repair Parts-radio	1,059.80
Office Supply	18,245.53		

Total Operating Expenses $ 906,436.98

EQUIPMENT:			
Radio Equipment	$ 4,476.00		
School Equpment	7,258.40		
Equip. under $300	17,513.28		
Office machines	5,486.00		
Furn. & furnishings	3,759.42		
Motor vehicles	7,576.00		
Mach. & other equip.	3,209.98		
Total Equipment		$ 49,279.08	
CAPITAL IMPROVEMENTS:			
Waterline	77,974.74		
Air vent system	19,485.58		
Power supply	14,632.11		
Windows/frames	20,347.00		
Pool walls	7,222.00		
Devine renovation	875.57		
Total Capital Improvements		$ 140,537.00	
1985-87 Total Expenditures			$5,030,783.02

SUMMARY OF FUNDING

Carry over from 83-85 Biennium		$ 10,430.77	
General Fund		3,693,164.88	
Revenues			
Interest Income	$ 516,000.00		
*Care/Treatment Not Class.(BIA BOP, DPI)	356,951.03		
Lease Rental-Land	1,400.00		
Lease Rental-Rooms	29,568.75		
Sale Meals/Prepared Food	1,938.58		
*Education/Research (DPI, Voc.Ed.)	417,351.01		
Miscellaneous	3,978.00		
Total Revenues		$1,327,187.37	
1985-87 Carry-over, General Fund & Revenue Funding			$5,030,783.02
Cash Balance, July 30, 1987			-0-
Total Funding 1985-87			$5,030,783.02

*Federal Funds received through other agencies.

RESOURCES AVAILABLE

Upon request, the North Dakota Industrial School will furnish to the public, an informational brochure which provides program descriptions and functions of the school.

Primary resources are also available to the public, such as minutes of:

-Area Directors (AD) Meetings
-Superintendent's Staff Advisory Committee Meetings
-Student Advisory Committee Meetings
-Teachers Meetings

The North Dakota Industrial School's Policy and Procedures Manual will be kept on file at the North Dakota State Library and is also available to view at the North Dakota Industrial School's Conference Room in the Administration Building.

Upon request, a slide presentation of the North Dakota Industrial School is available to various groups. Tours of the campus are limited to professional and career oriented groups by making special arrangements with the administration.

The school also makes the gym and swimming pool available to outside groups and service organizations upon request and approval by the Superintendent.

STATE OF NORTH DAKOTA

RADIO COMMUNICATIONS DEPARTMENT

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

State of North Dakota

STATE RADIO COMMUNICATIONS

AREA CODE 701-224-2121
BOX 5511

BISMARCK, NORTH DAKOTA 58502-5511

GEORGE A. SINNER, Governor
Director of Institutions
LYLE V. GALLAGHER, Director of Communications

Mr. Dick Rayl
Director of Institutions
State Capitol
Bismarck, North Dakota 58505

Mr. Rayl:

On behalf of the dedicated staff of State Radio, I submit this biennial report.

The conscientious dedication to gain a more professional knowledge of public safety communications is in evidence the past two years with the fine work they have accomplished, and in addition, the spirited cooperation in the agency's successful effort to reduce costs to operate State Radio without affecting emergency services. The entire staff is proud of State Radio and we feel it is the #1 agency in state government.

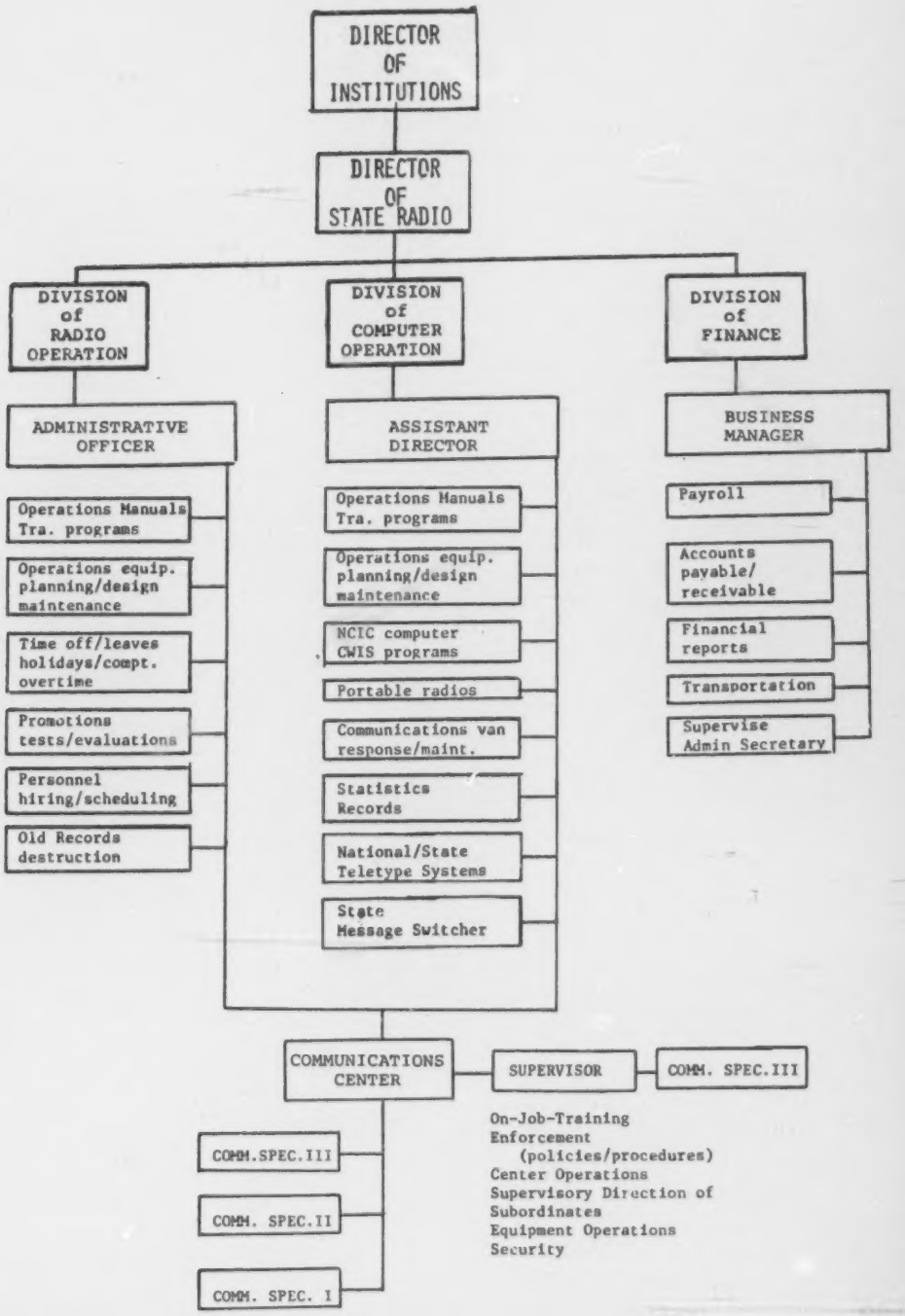
The following is my Biennial Report for the period of July 1, 1985 thru June 30, 1987. I would like to thank my staff for their assistance and cooperation during this biennial period.

Respectfully submitted,

Lyle V. Gallagher

Lyle V. Gallagher
Director

STATE RADIO COMMUNICATIONS DEPARTMENT
ADMINISTRATIVE STRUCTURE



AGENCY DESCRIPTION:

STATE RADIO is North Dakota's communications nerve center. The agency utilizes modern telecommunications equipment to provide a communications network in the interest of public safety for all North Dakota citizens. Through 105 radio stations and a computerized law enforcement teletype system, the agency transmits information to aid law enforcement, disaster and emergency services on a 24- hour basis. **State Radio** is responsible for warning the state's residents in the event of floods, tornados, blizzards, or threats of nuclear or air attack. **State Radio's** services are available by dialing 1-800-472-2121.

STATUTORY RESPONSIBILITIES:

54-23.1-04. Duties of director of institutions. The director of institutions, with the advice of the advisory committee shall:

1. Develop a broad law enforcement communications system utilizing teletypewriter service to every sheriff's office, highway patrol headquarters and district offices, the state crime bureau, the state radio system, and other agencies related to crime control and criminal apprehension.
2. Establish a highway emergency assistance system so stranded motorists and other persons facing emergencies can obtain assistance without delay.
3. Improve the present emergency and disaster communications facilities by interconnecting the systems herein proposed to common communication systems.

54-23.1-07. Counties to pay for law enforcement system. The director of institutions shall be paid by each county for approximately fifty percent of the cost of the law enforcement teletypewriter system, with charges to begin accruing on the first day the system becomes operational. Payments shall be made on the basis of the following schedule of charges:

1. Counties having a population of five thousand or less pay thirty dollars per month.
2. Counties having a population more than five thousand but less than ten thousand shall pay sixty dollars per month.
3. Counties having a population more than ten thousand but less than fifteen thousand shall pay ninety dollars per month.
4. Counties having a population more than fifteen thousand but less than twenty-five thousand shall pay one hundred twenty-five dollars per month.
5. Counties having a population in excess of twenty-five thousand shall pay one hundred sixty dollars per month.

Said payments shall be deposited in the communications account of the office of the director.

54-23.1-08. Payment - Other law enforcement agencies. Other law enforcement agencies may participate in the law enforcement teletypewriter service upon payment for their portion of this service at actual cost.

54-23.2-02. State radio broadcasting system. The director may purchase the necessary apparatus and equipment to construct or establish a radio broadcasting system for the state of North Dakota, which system shall be used solely for the transmission of state business and information. The director is further authorized and empowered to purchase shortwave radio receiving and transmitting sets in such quantities as may be most economical and to equip with shortwave radio receiving and transmitting sets all state-owned cars used in connection with law enforcement, such road maintainers as he shall determine advisable, the state penitentiary, and such other places as may furnish the speedy transmission of messages and state information. The director is charged with the operation and maintenance of said system.

54-23.2-03. Political subdivisions may furnish receiving and transmitting sets for enforcement purposes. Each county within the state may furnish to its sheriff and deputy sheriff a shortwave length radio receiving and transmitting set which shall be maintained at the expense of the county, and which shall be paid for and shall be the property of the county. All publicly owned automobiles used by police officers of any city or town shall be equipped with shortwave length radio receiving and transmitting sets at the expense of such municipality. A city or town may also equip privately owned cars used in law enforcement work if it so desires. The director shall have the authority to sell to any county, city, or town shortwave length radio receiving and transmitting sets purchased by the director as hereinbefore provided, without any profit to the state or to the director and the funds received from such sale shall be credited by the state treasurer to the director.

54-23.2-04. Broadcasting dispatches - Reports required. It shall be the duty of the director to broadcast all police dispatches and reports submitted, which in his opinion shall have a reasonable relation to or connection with the apprehension of criminals, the prevention of crimes, or the maintenance of peace and order in the state, including disaster emergency services. The director shall also broadcast any other statement or report upon the request of any constitutional officer, or the head of any state department, providing such message relates to state business. Every sheriff, deputy sheriff, police officer, or other person securing a shortwave length radio receiving and transmitting set under the provisions hereof, shall make a report to the director at such times and containing such information as the director shall by regulation require.

54-23.2-06. Law enforcement radio equipment on private automobiles prohibited without permit. No person shall equip or use in an automobile or any other motor vehicle a two-way radio equipped for transmitting and receiving on any frequency authorized for law enforcement use by the state of North Dakota within its boundaries, without first securing a permit so to do from the director upon such application as the director may prescribe. This section shall not apply to the use of a two-way citizens' band radio, a two-way business radio, or a two-way amateur radio in an automobile or any other motor vehicle.

54-23.2-07. Maintenance of radio system - Personnel, equipment, and expense. The director may employ such radio operators and assistants and such radio equipment as he may deem necessary to carry out the provisions of this chapter, and shall fix the compensation of such personnel. The cost of maintenance and operation of the system and all shortwave length radio receiving and transmitting sets owned or operated by the state shall be paid out of the appropriation for this purpose.

STAFF REPORT:

As Director of State Radio, I am proud of our professional communications team. The agency's experience and knowledge continues to grow as employees move toward careers with the Department. Our twenty-nine employees have 241 combined years of public safety experience, making State Radio what it is today. We feel it is the #1 agency in state government.

Lyle Gallagher	23 yrs	Bob Tracy	6 yrs
Jim Lueder	19 yrs	Dennis Czichotzki	6 yrs
Wes Hendrickson	18 yrs	Peggy McDowell	5 yrs
Dave Kulackoski	17 yrs	Jacque Jensen	5 yrs
Colleen Anderson	16 yrs	Bonnie Dever	4 yrs
Jim Boehm	15 yrs	Jill Monroe	4 yrs
Adam Heck	14 yrs	Kathy Paulson	3 yrs
Gary Monzelowsky	13 yrs	Mark Jandt	3 yrs
Chuck Hendrickson	11 yrs	Renee Heinz	3 yrs
Ray Flanagan	10 yrs	Diana Huber	2 yrs
Chuck Weisser	9 yrs	Bruce Schauer	2 yrs
Elaine Czeczok	9 yrs	Bill Haas	1 yr
Ed Schlenker	8 yrs	Brian Sauter	1 yr
Rick Hessinger	8 yrs	Carmaine Kleppe	10 mo
Rosalie Doerr	6 yrs		

During the biennium, six of our staff received promotions. The Deputy Director's title was changed to Assistant Director with the classification up-graded.

Selected by their peers as outstanding employees, and receiving the "Employee of the Year" awards during the biennium were:

Elaine M. Czeczok
Communications Specialist II
1985 Employee of the Year

Rosalie M. Doerr
Communications Specialist II
1986 Employee of the Year

STAFFING LEVEL:

State Radio employees operate and maintain highly technical and sophisticated communications systems and our agency has an impeccable reputation for excellent service and professionalism. There is an increasing demand for public safety services and State Radio has met the challenge, however, with the cut in staff by one Communications Specialist I, our one concern is maintaining the current level of professional service and stay in stride while the demand increases.

TRAINING AND EDUCATION:

State Radio focused its training objectives toward members of the staff involved in dispatch and increased the program by almost a thousand man hours. Dispatch training included additional formal classroom as well as dispatcher workshops that reviewed techniques and sharpened basic skills. State Radio devoted 2,941 man hours to training for its staff. Supervisory and management personnel received meaningful training in supervisory skills and methods of management. Although State Radio devoted its training and educational efforts toward its own staff, 237 hours of training was provided to North Dakota public safety entities with 548 personnel receiving the benefits.

EVALUATION OF MAJOR GOALS & OBJECTIVES FOR THE 1985-1987 BIENNIUM:

State Radio is a very goal oriented agency. Our employees work as a team to accomplish their goals every biennium. A special thanks to all State Radio staff and management, because of all their hard work and efforts, all major goals and objectives for the 85-87 biennium were completed within the time lines required. A list of the 85-87 goals can be obtained by calling Lyle Gallagher, Director of Communications at 224-2127.

MAJOR IMPROVEMENTS:

One of our major goals and accomplishments was the upgrade and replacement of the computer (LETS) message switcher that operates and controls the law enforcement teletype system. Our staff reviewed, tested, evaluated, and reported to all system users on the most modern efficient equipment available. They also worked hard to implement programs for a vastly improved LETS network that would reduce maintenance and operational costs and at the same time improve the overall performance of the law enforcement teletype system.

IDENTIFICATION OF TRENDS:

I see a definite trend developing for State Radio to be a total public safety communications center for North Dakota. I feel that more and more counties and cities are relying on State Radio's technical assistance in developing systems, coordinating frequencies, training personnel, and providing emergency services.

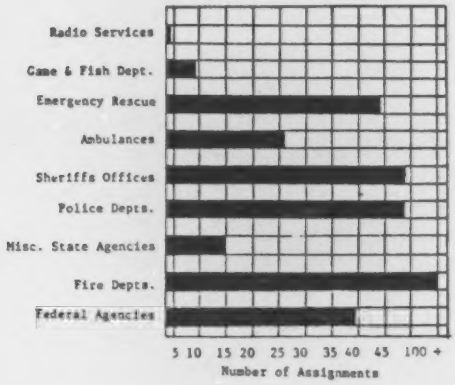
Since our agency is a service oriented agency, the majority of our resources and staff are dedicated to serving all Federal, state, county and city public safety services in North Dakota. For example, our agency assisted the Attorney General's Office in the development of a statewide criminal justice information system and because State Radio has the expertise in the area of NCIC, teletype, and public safety radio and telephone communications, we will continue to professionally train, educate, and serve all public safety agencies in North Dakota to the best of our ability.

In 1988, State Radio will be part of a national program to send and receive photographs and fingerprints on a nation-wide basis. Also, if State Radio continues to be involved in the management and delivery of criminal records information, it may be necessary to change our organizational structure and/or develop a separate computer and records division within the agency. Not only is State Radio very rapidly becoming the statewide center for handling dangerous and hazardous material incidents, but also, because of recent legislation (HB1152), State Radio has become the state clearing house for missing and exploited children.

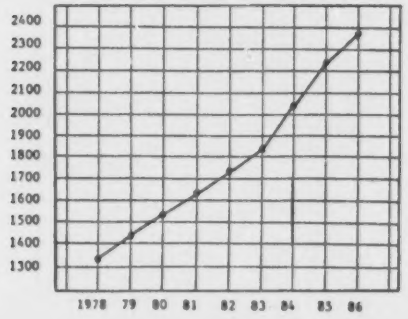
1985 - 1987 BIENNIAL WORKLOAD:

	PER DAY	BIENNIAL TOTAL
Radio Transmissions	3,313	2,418,796
Radio Log Entries	925	675,149
Motor Vehicle Registrations	100	73,017
Drivers License Requests	63	45,711
Telephone Calls	463	337,948
Incidents	28	20,074
TOTAL TRANSACTIONS	**4,892**	**3,570,695**

MOBILE RADIO UNITS
1985-1987 BIENNIUM



COMPARATIVE GRAPH
NUMBER OF MOBILE UNITS LICENSED
1978 TO 1986



NEW PROGRAMS IN THE 1985-1987 BIENNIUM:

1. New automated computerized message switcher and LETS system upgrade. Honeywell DPS 6/45.
2. Regional NCIC entry authorization training sessions.
3. Basic teletype/NCIC operator training upon request by agencies.
4. Help files designed and implemented in system for North Dakota terminal operators.
5. Correspondence course for NCIC inquiry access authorization.
6. Certification of NCIC terminal operators.
7. Mandatory terminal security officer and validation officer required by each terminal agency.
8. Automated hazardous materials file available to all North Dakota law enforcement terminal agencies.
9. Automated aircraft registration files available to all North Dakota law enforcement terminal agencies.
10. New quality assurance program for NCIC validations to bring the state into compliance with NCIC standards.
11. New Datamaxx terminals evaluated and approved for use on the North Dakota law enforcement teletype system.
12. On line data entry by communications specialists of all incidents reported to State Radio.
13. Automated on line Highway Patrol work schedules.
14. Expanded statewide paging for Channel 1 and Channel 2.
15. Expanded radio console for the new monitors, new phone system, NAWAS, and total console modification program.
16. No smoking policy in the Communications Center.
17. Communications Center was redecorated and remodeled.
18. New contractor for maintenance of radio towers.
19. Administrative offices were remodeled.
20. State Radio now has a model 4430 for WRITTEN because of the new computer system for message switching.
21. Incident review training program.
22. Administrative personnel on-call.
23. Installation of new electronic telephone system.
24. Consolidation of all outages or malfunctions to one central outage logging location.
25. Divisions of communications within agency are:

    a. Division of radio operations
    b. Division of computer operations
    c. Division of finance

FREQUENCY COORDINATION AND SPECTRUM MANAGEMENT REPORT:

Frequency coordination is one of the most important responsibilities of my office. We must work very hard to manage North Dakota's Public Safety spectrum. Many hours of hard work is involved in the frequency coordination process, but we must continue to manage this vital resource to assure that not only our system but all other public safety systems are free from congestion and interference problems.

From July 1, 1985 to June 30, 1987, the agency processed forty-one (41) frequency coordination applications in the public safety radio service. We are very proud of our work in this area for the public safety agencies that serve the citizens of North Dakota.

TOTAL FREQUENCY COORDINATION APPROVALS FOR 1985-1987

POLICE	4
LOCAL GOVERNMENT	16
SPECIAL EMERGENCY	4
FIRE	2
OTHER	6
CROSS CONCURRENCE	9

CONCERNS:

State Radio's communications center is still technically modern and sophisticated in regards to its equipment, but lacks in space necessary for that equipment and in particular, its personnel to function.

Our agency is located in a National Guard building along with Disaster Emergency Management, therefore, we have found it difficult to make future plans or changes and improvements necessary to provide North Dakota with an adequate statewide emergency communications center. We feel it should be considered that State Radio be the only state agency housed in the Emergency Operations Center.

North Dakota's economic condition will force the agency to use radio equipment for a much longer period. By 1989, all radio equipment will be twelve years old and in order that an astronomical burden not be placed on the states general fund we have a long range plan for the orderly replacement of equipment we hope can be followed. State Radio's attempts to plan for the future are not new ideas or concepts, but previous realizations.

However, the most critical of all problems is the lack of sufficient staff to properly operate the states most vital communications center. Because neither the computer and teletype room nor one radio console is manned, the agency is operating at 71% of its designed efficiency. It is because of our system network growth in radio, teletype, and NCIC, our workload has increased more rapidly than our ability to staff our agency. In order to continue to meet Federal mandates, additional personnel in the areas of training and auditing are required.

EVALUATION:

STATE RADIO SYSTEM MAINTENANCE:

The agency's maintenance program is a solidly established program, providing excellent results, and the 1985-1987 biennium continues the tradition. As the system components continue to get older, maintenance of the system is necessary for everyday reliable communications. An analysis of the maintenance and system performance records exemplify a reliable, well functioning system. During the biennium 27 radio outages, due to actual radio equipment failures, resulted in 483 hours of system down time. When all the combined down time was calculated, 191 hours for preventative maintenance by the Highway Department radio shop, 29 hours for preventative maintenance by the telephone company and/or AT&T, and 1,059 hours for equipment belonging to AT&T or the telephone companies, a total of 1,754 hours of down time resulted due to cut cables, bad carriers, and line noise to name the most frequent. This is an average of 4 hours and 50 minutes per outage. Efforts to assure continued reliable performance began with the antennas at the 36 tower sites, which were replaced or were reinforced with support brackets making them less susceptible to breakage.

In the immediate future, spare power supplies will be needed. Past failures suggest the life expectancy of these power supply's is approaching. Switches and station modules must be stocked as these components show an increased failure rate.

Long range plans will address the possibility of making the system less costly by reducing the number of lines currently leased from AT&T or the telephone company. Currently the diagramming of the concept is nearing completion and a test site installation is planned during the next biennium. Radio consoles and our recording system must be considered for replacement in the next budget request.

EMERGENCY ASSISTANCE TELEPHONE:

Emergency assistance is available in North Dakota by calling State Radio's toll free number 1-800-472-2121. During the 1985-87 biennium, State Radio received 112,777 calls on the statewide toll free emergency assistance lines, or an average of 154 calls per day. In addition to requests for assistance, the calls included: fire and accident reports, tornado sightings, drunk driver reports, hazardous material incidents and Game & Fish violations. This service is of particular value to the many North Dakota communities which have no 911 emergency telephone assistance programs. These emergency assistance telephone services are also available to the deaf in North Dakota through a special phone installed in State Radio's communications center.

PORTABLE RADIOS:

State Radio maintains an inventory of portable radio equipment that is available on a loan basis to other state agencies. During the biennium, the agency received 379 requests for this service from 84 agencies. The equipment loaned was used for a variety of purposes, including: law enforcement training, emergency back up communications systems, stakeouts, and severe weather watches.

TELETYPE AND DATA SYSTEMS:

There are presently 93 subscribers on the North Dakota Law Enforcement Teletype System. Of these, 58 are Model 43 terminals operating at 110 baud; 30 are Model 4430 terminals operating at 1200 baud; and 5 are Datamaxx terminals operating at 1200 baud.

The computerized teletype system is now handling 629,740 transactions per month. This is an increase of 75,240 transactions per month over the past biennium.
On August 16, 1986, State Radio replaced the IBM System 7 message switcher with a new state-of-the-art message switcher. The new system was obtained from Benchmark Criminal Justice Systems who specialize in these types of operations. The system includes a Honeywell DPS 6/45 Processor with 2 meg of memory, a hard disk drive with 256 meg of memory, a magnetic tape unit to allow for the backup and storage of messages. It also includes an Atlantic Research Corporation diagnostic and line monitoring system. The new system allows for future expansion in lines, terminals, and software packages. Some of the new capabilities provided by the system are:

The ability to immediately add or delete a terminal from the system, allows for the specialized logging that is required for the handling of criminal history record information, allows the back up of records of both criminal history records and day to day traffic on magnetic tape. State Radio personnel now have the ability to make minor program modifications on line. The software contract allows for all new programs and major programming changes to be done on diskette and then entered into the system minimizing the system down time. The better security and logging capabilities with the new system allows us to meet the FBI NCIC audit requirements. With the implementation of the new system, more and better information has become available to the users. The new diagnostic equipment that was acquired allows State Radio personnel to make faster and more accurate reports of trouble on the system insuring a minimum of down time.

New data bases in the area of law enforcement teletype communications to come about within the past biennium are:

1. Ability for all law enforcement terminals in North Dakota to access a new automated hazardous materials data base. This data base responds in a matter of seconds with all the pertinent information necessary for the safety precautions, handling, environmental impact, and disposal of the hazardous materials. We feel that this is an excellent new program for law enforcement and the citizens of North Dakota.

2. Ability for all law enforcement terminals in North Dakota to access a new automated aircraft registration data base. This allows a North Dakota law enforcement officer or agency immediate access to all aircraft registration information. This information is available by wing or tail number, serial number of the aircraft or the owners name. This will assist law enforcement in identifying the owner of an aircraft in the event of a crash and also will assist in locating a missing or overdue aircraft.

With the new message switcher, an automatic NCIC inquiry is generated each time a terminal makes an inquiry on a motor vehicle license number or vehicle identification (serial) number. It also generates an automatic NCIC inquiry whenever an inquiry on a drivers license status is made if the name and date of birth are used in the inquiry. We feel that this is a great enhancement to the system, as even though the terminal operators are trained to make the inquiries for the officers, they did not always do so. This is an added safety factor for the law enforcement officer in the field.

State Radio is evaluating new teletype terminals for law enforcement in an attempt to increase the effectiveness of the agencies and reduce the cost of the system. Presently we have one terminal that is working well on the system and allows an agency to have from two up to thirteen terminals and only have to pay one line cost and access charge. This can result in a very significant cost savings for agencies who have a need for multiple terminals within their agency but cannot afford the additional line and access charges.

NCIC - NATIONAL CRIME INFORMATION CENTER:

The National Crime Information Center (NCIC) is a nationwide computerized system established as a service to all local, state, and Federal criminal justice agencies throughout the United States.

NCIC is a dedicated law enforcement computer system operated by the FBI in Washington, D.C. for the entry, storage, and retrieval of records on wanted felons, missing persons, and stolen property on a nationwide basis. These records are entered into the NCIC computer system by law enforcement agencies throughout the United States and are available for inquiry by any law enforcement agency or officer in the United States.

Information is one of the most important assets to a criminal justice agency. NCIC provides an immediate flow of pertinent data for the officer on the street, the investigator, the prosecutor, the judge, and corrections official. With information available immediately, these officials are in a better position to make decisions. North Dakota State Radio Communications is the control terminal agency for access into NCIC by agencies in North Dakota. We are responsible for who accesses the files, the integrity of the North Dakota records, and the security of the system.

It is the responsibility of State Radio to provide training to all law enforcement agencies in North Dakota who have access to the NCIC computer. This is done by our personnel in a variety of ways. A course is taught at the Law Enforcement Academy in Bismarck, in selected cities throughout the state as required, and by a correspondence course for personnel who are not able to attend one of the classes. State Radio has also designed a correspondence course for operator reaffirmation training that is mandated once every two years by FBI NCIC.

Validation of the records North Dakota agencies have entered into the NCIC system is a major responsibility of State Radio. State Radio must insure that all records entered are validated for accuracy, completeness, and are up to date with the latest information available.

It is the responsibility of the North Dakota NCIC security officer to insure that all security measures set forth by both NCIC and the state control terminal are adhered to and to assist agencies in the proper security measures to be taken. This includes on-site visits to agencies to assist in proper placement of their terminals and proper record keeping.

In the 1987-1989 biennium, State Radio will be traveling to every terminal agency in North Dakota for an audit of their terminals. The audit consists of insuring the completeness and accuracy of all records entered into the system either by or for that agency, security of the terminal, dissemination of the information that is received, storage of the information received and record keeping.

State Radio personnel enter, modify, and cancel records in NCIC for agencies throughout the state who either have no one qualified to enter into NCIC, or who do not have a terminal on the system.

NCIC is the most useful and important tool ever devised for the safety of the law enforcement officer. The most important use of NCIC is the day to day inquiries into the NCIC records for law enforcement officers to determine if a person is wanted or missing or if a piece of property is stolen. State Radio's new message switcher is programmed to automatically inquire into the NCIC system on all motor vehicle registration checks and drivers license checks. We feel that this is very necessary and worthwhile as it gives the officer the slight edge he needs in a dangerous situation.

DISASTER EMERGENCY COMMUNICATIONS:

EMERGENCY COMMUNICATIONS VAN:

State Radio has an emergency communications van which consists of a 4 wheel drive pickup and a 31 foot 5th wheel travel trailer. The travel trailer was converted to an emergency communications center, equipped with law enforcement radio capabilities and is pre-wired for the installation of telephone service. The emergency communications van has its own generator for electrical power and has retained the basic living quarters in the event it is needed in a remote area.

During the 1985-1987 biennium, State Radio continued to maintain the emergency communications van in a constant state of readiness. To help insure this readiness, the North Dakota Highway Department radio maintenance does a twice a year check of all systems. This past biennium, State Radio added an outside telephone, in a weather proof box, for use by personnel receiving calls at the scene of an incident without them having to come into the van and disrupting the operation. Also installed was a public address system that can be used to summon personnel to the emergency communications van for a telephone call, a briefing, or conferences. Also installed was outside lighting to allow for better night time operation of the van.

The van was taken to the train/truck hazardous materials accident near Bowdon and to Minot during the hazardous materials incident involving a fire in a chemical warehouse. The van works well in the capacity for which it was designed, an emergency communications center to handle a localized incident.

NATIONAL WARNING CENTER (NAWAS):

The National Warning Center (NAWAS) plays a very important role in State Radio's disaster emergency communications system. NAWAS provides a direct line to the major city police departments, some county sheriff's offices, and the U.S. Weather Services in North Dakota for storm or emergency information. Communications Specialists monitor the NAWAS system at all times. This system is used for notification of a natural disaster, an attack warning, or an accidental missile launch warning. North Dakota State Radio, the state warning point for North Dakota, holds the nation's record for not missing a NAWAS test.

U.S. WEATHER SERVICE:

State Radio works closely with the U.S. Weather Services in North Dakota, especially in times of severe weather or floods. We gather and disseminate weather information from law enforcement and relay it to the U.S. Weather Service for analysis. The U.S. Weather Service will contact State Radio and request we send an officer to a particular area to check the weather conditions, especially in times of tornado sightings. State Radio also disseminates severe weather information put out by the U.S. Weather Service to the local law enforcement for the areas of concern for the protection and safety of the citizens of North Dakota.

HAZARDOUS MATERIAL INCIDENTS:

State Radio is the primary point in North Dakota for reporting hazardous material incidents. This responsibility grows each year as more hazardous materials are used, discovered, and transported in North Dakota. State Radio Communications Specialists notify the proper agencies of the incident, insure that all pertinent information is relayed to the agencies to protect the citizens of North Dakota and all personnel involved in the hazardous materials incident from death or injury. The implementation of the automated hazardous materials file by the National Law Enforcement Teletype System and the National Sheriff's Association has assisted the State Radio personnel by allowing them to query on a hazardous material and receive an almost immediate response as to what basic safety precautions are to be observed, how to handle the material, the possibility of fire, environmental impact, and disposal of the material. In this way an immediate response is given to the reporting party while other personnel are

contacting the proper agencies for further information and follow up.

DISASTER EMERGENCY MANAGEMENT:

State Radio works very closely with the Division of Emergency Management providing a 24-hour dispatching service for their personnel. Informing them of disaster or emergency situations as they arise, provides them with a communications tool in the North Dakota law enforcement teletype system which allows them to send messages to and receive messages from their county coordinators through the county sheriff's offices.

CIVIL AIR PATROL:

State Radio works quite closely with the Civil Air Patrol on downed and missing aircraft and the search and rescue missions providing them a 24 hour dispatch center, communications equipment, and coordination to assist them in their missions.

DRUNK DRIVER REPORT:

During the biennium, State Radio received a total of 1,724 drunk driver reports, an average of 72 reports per month. Of the reports received, 203 resulted in arrests for driving under the influence, and another 308 drivers were stopped and released when it was determined that they had not been drinking. Most of the drunk driver reports were received Saturday night through Sunday morning, between the hours of 6:00 p.m. and 2:00 a.m. State Radio received a response time of 3.7 minutes per drunk driver call. Statewide law enforcement officials spent an average of 44 minutes per drunk driver report. Drunk driver reports are down in number from last biennium due to: public awareness of the problems created by drunk drivers, increased arrests, and alternate transportation programs for those who have been drinking.

INFORMATION RELEASED:

During the 1985-1987 biennium, State Radio furnished information in the form of cassette tape recordings of telephone calls and radio traffic, copies of incident cards and radio logs to seventy (70) agencies. This information was used in a variety of ways, such as to refresh an officers memory for a court case, and at times the information was used as evidence in court. One of the State Radio personnel may be subpoenaed to testify to the accuracy of the recording, how recording was made, and to decipher some of the information such as 10-codes and times. This information was also used by agencies for internal purposes such as training, disciplinary action, or to see if an incident was handled properly.

EVALUATION OF MAJOR GOALS & OBJECTIVES FOR THE 1985-1987 BIENNIUM:

FINANCIAL:

The financial goals and objectives for the agency are somewhat cyclical in nature. The cycle begins with obtaining legislative authorization for budgetary funding. Objectives necessary to obtain such a goal are the formulization and development of the budget, legislative approval, and finally implementation and control of the budget.

Another goal was the successful completion of the biennium with $167,140 less than the original appropriation. State Radio has again been able to realize its goal of continual research and development of the most efficient method of economizing and reducing tax dollar expenditures.
The goal of providing fiscal planning and administration is extremely critical if the goals of State Radio are to be accomplished in the most effective manner possible.

DEPT. 506
PROGRAM INVENTORY AND COST ANALYSIS SUMMARY
JULY 1, 1985 TO JUNE 30, 1987

PROGRAM 600 ADMINISTRATION		PROGRAM 700 OPERATIONS	
SALARIES/WAGES	$234,759	SALARIES/WAGES	$1,167,894
OPERATING EXPENSES	$ 24,996	OPERATING EXPENSES	$ 217,021
EQUIPMENT	$ 545	CENTRAL DATA	$ 289,740
		EQUIPMENT	$ 9,601
	$260,300		$1,684,256

$1,944,5

SALARIES/WAGES:

Salaries/Wages	$1,087,787	Hospital Ins.	$ 93,877
Overtime	$ 33,788	Workmen's Comp.	$ 1,719
Annual Leave	$ 2,494	Unemployment Comp.	$ 3,645
Teachers I/R	$ 221	State Retirement	$ 98,837
Social Security	$ 80,137	Other Retirement	$ 148

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OPERATING EXPENSES:

In-State Meals	$ 1,621	Freight/Express	$ 5
Out-Of-State Meals	407	Laundry/Dry Clean	80
In-State Lodging	1,110	Prof.Development	395
Out-Of-State Lodging	698	Tuition Fees	1,095
In-State Mileage	40	Office Supplies	3,437
Air Trans/Out-Of-State	2,290	Printing-C.Dup.	1,216
Other Comm.Trans./In	10	Printing-Not C.Dup	9,820
Other Comm.Trans./Out	22	Books	46
Motor Pool Car Mileage	3,079	Periodicals/Subcr.	1,124
Misc. Travel	355	Educational Supplies	150
Conf.Expenses	205	Paper Products	1,748
Lease Rentals	1,440	Testing Materials	42
Rent of Equipment	279	Food Supplies	141
Office Equip.Rental	946	Uniforms	2,255
Postage/Box Rental	2,556	Optical Supplies	30
Telephone/Telegraph	37,180	Silverware/Utensils	43
Repair Equip/Office	992	Janitorial	27
Repair Equip/Other	649	Hardware/Bldg.Supplies	2,300
Service Contract/Other	142,870	Expendable Tools	120
Repair Bldg/Grounds	599	Other Bldg/Equip Supp.	84
Prof./Not Classified	180	Electrical	2,666
Property Insurance	1,604	Equip Repair Parts	12,275
Liability Insurance	1,228	Video Audio Tapes	1,810
Other Insurance	6	Adv.Promotional Supp.	122
Film Processing	9	Trophy-Ribbon-Premiums	92
Radio-TV-Newspaper Ser.	21	Refl.& Mkt. Material	35
Rewards-Prizes-Premiums	75	Fuel-Oil / Vehicles	22
Dues-Memberships	351	Repair Parts/Vehicles	15
			$ 242,017

DATA PROCESSING:

Data Processing Service	$ 289,740

EQUIPMENT:

Radio Equipment	$ 6,797	
Engineering Equipment	1,025	
Office Machines	1,720	
Furniture/Furnishings	604	
		$ 10,146
GRAND TOTAL EXPENDITURES		**$1,944,556**

FUNDING:

GENERAL FUND	$1,843,901	
FEDERAL FUND	$ 100,000	
MISC. REVENUE	$ 655	
TOTAL FUND		**$1,944,556**

STATE OF NORTH DAKOTA

STATE LIBRARY

BIENNIAL
REPORT

TO
THE
GOVERNOR
OF
NORTH DAKOTA

For the Period Covering

July 1, 1985 — June 30, 1987

NORTH DAKOTA STATE LIBRARY

Liberty Memorial Building, Capitol Grounds - Bismarck, ND 58505

Serving North Dakota Citizens

PATRICIA L. HARRIS, STATE LIBRARIAN (701)224-2492

October 15, 1987

Mr. Richard Rayl
Director of Institutions
State Capitol Building
Bismarck, North Dakota 58505

Dear Mr. Rayl:

On behalf of the North Dakota State Library, I hereby submit the 1985-1987 Biennial Report, in accordance with the North Dakota Century Code, Section 54-24-03(7).

For over eighty years, the State Library has provided library services to the citizens of North Dakota. The original charge to the North Dakota Public Library Commission, established in 1907, was to provide services to state government, develop and maintain a library collection, and advise and counsel librarians and citizens in the establishment, expansion, and improvement of public library services. The mission and the role of the North Dakota State Library continues today to carry out its original charge. Much progress has been made, but much work still remains.

The following North Dakota State Library biennial report outlines the progress toward meeting its goals and objectives. It is with pleasure that the staff of the State Library and I submit this report to you.

Very truly yours,

Patricia L. Harris

Patricia L. Harris
State Librarian

PLH:szl
Enc.

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THE FUNCTION OF THE NORTH DAKOTA STATE LIBRARY

Since 1907, the North Dakota State Library has provided informational materials, advice, assistance, and support services to libraries and to the citizens of North Dakota. The North Dakota Public Library Commission was created by act of the tenth legislative assembly. Its members, the president of the state library association, the state superintendent of public instruction, and a third appointed by the governor, met at the Capitol on March 14, 1907, to take the oath of office, organize, and elect officers. The Powers and Duties of the Commission, as stated in Session Laws 1907, Chapter 243, stated the Commission shall, ",,,take over and add to the educational reference library and the system of traveling libraries...shall increase the number and usefulness of the libraries...establish a legislative reference bureau for the information and assistance to the members of the legislative assembly...public libraries may, without charge, ask and receive advice and instruction from said state library commission upon any matter pertaining to the organization, maintenance or administration of the libraries, and...said commission shall promote and assist by counsel and encouragement the formation of libraries where none exist, and the commission may also send its members to aid in organizing new libraries or improving those already established."

In eighty years of on-going service, the North Dakota State Library continues to support the original intent of its formation. At the end of the first year of service, the North Dakota Public Library Commission reported in its 1908 annual report the existence of fifteen public libraries. At the end of fiscal year 1987, there were sixty-nine public libraries in North Dakota. This is a dramatic increase in service, but twenty-eight North Dakota counties still do not tax themselves for public library services and five counties have no public library services.

The North Dakota Century Code, Chapter 54-24-03 identifies the powers and duties of the state librarian, which are in turn, the responsibilities of the State Library. These are:

1. Make rules and regulations according to which the business of the State Library shall be done.
2. Provide and care for all books and library materials in all collections of the State Library - general, reference, and special - and make all rules regarding the loaning and returning of library materials.
3. Employ qualified library personnel to care for all library procedures.
4. Make library materials available to libraries throughout the state, to individuals connected with departments of state, and to citizens of North Dakota who do not have adequate library facilities, under rules and regulations of the State Library.
5. Promote and assist by counsel and encouragement the formation of libraries and the improvement of those already established, in keeping with state and national standards, and be available to librarians and trustees of libraries in the state for assistance in organization, maintenance, or administration of the libraries.
6. Coordinate the efforts of librarianship throughout the state, advising and assisting the extension of qualified public libraries into centers of county or regional (multicounty) libraries.

7. Compile statistics of the free public libraries in North Dakota and their larger counterparts of county and regional libraries, and of the work done at the State Library, and make a full biennial report to the state director of institutions and the governor.

8. Collect, maintain, and make available a reference and reading collection of books, slides, films, and other graphic materials such as will supplement and support the needs of all libraries in the state, either by direct loan or by consultation, and such as will form a reference source for the officers of the state in the performance of their duties.

9. Collect and maintain a collection of the publications of the departments and agencies of state government, including the enacted laws of this state, current session laws, and journals.

10. Conduct, or arrange to have conducted, research into the conditions of library service in the state, and produce written plans for the development and betterment of such service.

11. Compile, or arrange to have compiled, union lists of resources of libraries throughout the state, and make such lists available for consultation.

12. Establish levels of certification for librarians of the state such as will meet the standards recommended by the American Library Association.

The North Dakota State Library is also empowered to accept and to expend federal aid to libraries (NDCC 54-24-03.1); contract with cities, governmental subdivisions, and agencies of the state of North Dakota and other states of the United States, for the provision or extension of library services (NDCC 54-24-08); and receive, microfiche, and distribute state government documents through a depository system (NDCC 54-24-09).

MAJOR GOALS AND OBJECTIVES

The major goals of the North Dakota State Library are: to provide or coordinate the library services to those patrons with unique needs such as state government officials and employees, those without direct local library service, the blind and physically handicapped, and the clientele of state-supported institutions; to assist public libraries through advice and consulting services in areas such as collection development, technical services, budgeting and finances, building and facility planning, automation, and program development and evaluation; to coordinate the sharing of resources among the state's public, school, academic, and special libraries; to develop and improve public library collections; to improve the quality of library services by providing continuing educational opportunities for librarians and public library trustees; and to equitably distribute and administer state and federal grant funds in accordance to applicable state and federal regulations.

RESOURCES AVAILABLE FROM THE STATE LIBRARY

The North Dakota State Library makes available to any citizen of North Dakota, free of charge, an in-depth collection of books, magazines and periodicals, state and federal documents, audio visual materials, reference and interlibrary loan services, and qualified professional librarians to assist patrons' informational needs. Professional library advisors are available to local libraries, governmental officials, and citizens to assist in the establishment, expansion, or improvement of library services throughout the state. The Governor's Advisory Council on Libraries, a

nine-member advisory council, is comprised of representatives of public, school, academic, and special libraries, and services to the handicapped. The Council meets quarterly to advise the State Librarian in areas of library standards and to review and recommend grant proposals for the federal Library Services and Construction Act funds. The State Library publishes the meetings of the Advisory Council and they are available through the office of the State Librarian and the Director of Institutions office.

The State Library publishes "The Flickertale", a monthly newsletter distributed to all librarians and public library trustees, state government officials, and to other state library agencies in the United States. In addition, the State Library publishes a monthly checklist of state government publications entitled, "Monthly Checklist", and publishes the "Statistics of North Dakota Libraries" annually. Occasional publications include specialized bibliographies, reports, and library-related research documents. Each year the State Library publishes the annual federal Library Services and Construction Act Annual Program, and the Annual Report. All publications are available, some for a fee, by calling the North Dakota State Library.

SUMMARY OF ACCOMPLISHMENTS

The biennium 1985-1987 was a period of transition for the North Dakota State Library. The period began under the administration of an acting State Librarian and ended under an acting State Librarian. Margaret Stefanak was State Librarian from October, 1985 through January, 1987. After a national recruitment, Patricia L. Harris was offered and accepted the position in May, 1987, to begin August 1, 1987. Collection development experienced a growth in the first year of the biennium and a fourteen percent decline in materials added to the collection in the second year. For the first time in six years, all professional positions were filled, including the Public Library Consultant position, which was vacant for five years. State Aid to Public Libraries was increased slightly during the first year, then reduced four percent in 1986-87 because of the declining revenues of the state. The Library Automation in North Dakota (LAND) study was completed in November, 1985, and included as part of the State Library's 1987-1989 budget request. The funding for the LAND project was eliminated from the State Library's budget due to the fiscal crisis of North Dakota.

Continuing educational training programs for the librarians and trustees of public libraries expanded during the biennium with more programs being available to the library community and increased participation. For the first time, the State Library announced the availability of federal Library Services and Construction Act, Title I and Title III competitive grants for library services. These federal grants, administered by the State Library, were possible by an increased appropriation of the LSCA by the U.S. Congress in 1986. The success of the LSCA Title II, public library construction grants, funded by the 1983 "Emergency Jobs Bill" in 1983, provided the necessary documentation for Congress to appropriate federal library construction funds. These grants were awarded twice during the 1985-87 biennium. The services and listening area for the Dakota Radio Information Service expanded into the Minot and Williston areas, with corresponding increases in audience. Additional libraries were added to the EASYLINK system for electronic delivery of reference and interlibrary loan requests.

In times of economic decline, library usage increases. The North Dakota State Library's 1985-87 circulation statistics show an increase by state government employees and the general public.

REFERENCE AND INTERLIBRARY LOAN ACTIVITY

The North Dakota State Library continues to participate in the OCLC, Inc., a national bibliographic database, located in Columbus, Ohio. OCLC provides on-line cataloging and processing of library materials and interlibrary loan resource sharing. By cataloging materials online, the State Library's holdings are in machine readable format, which forms the basis for development of an integrated automated library system. During the biennium, a concerted effort was made to add all holdings to the OCLC database. Approximately ninety percent (90%) of the State Library's holdings are now in the national database.

One of the major advantages of the OCLC national database is the identification and accessibility of over seventeen million unique titles. The State Library functions as a back-up reference and interlibrary loan referral center for North Dakota libraries. Through OCLC, the holdings of over three-thousand (3,000) libraries in the United States are available to the citizens of North Dakota.

In addition, the State Library contracts with MINITEX, located in Minneapolis, for the provision of interlibrary loan resource sharing. Libraries in Minnesota, South Dakota and North Dakota participate in MINITEX. No one library is able to provide all materials needed by its patrons. Through state, regional, and national resource sharing, ninety percent of all North Dakota patron requests were filled. The State Library, in 1985-87, received 55,137 requests for reference and/or interlibrary loan materials and filled forty-six percent (46%) of these requests from its collection. Other libraries located in North Dakota, through MINITEX, and from libraries outside of the region, filled forty-four percent (44%) of the requests. Only ten percent (10%) of the requests could not be filled from any source.

GRANTS-IN-AID TO LIBRARIES

State Aid to Public Libraries

The 1985-87 biennium was the fourth biennium for funding for the State Aid to Public Libraries by the state legislative assembly since its passage in the 1979 session. State Aid checks, issued twice per year, were distributed by an application process based on $1.00 per capita for a city and $1.00 per capita plus $5.00 per square mile for counties. Public libraries use the State Aid funds to increase hours of service to the public, employ staff, and purchase books, audio-visual and other materials for patron use.

Federal Grants to Libraries

Through the federal Library Services and Construction Act (LSCA), the State Library awards funds through a competitive grant process. The federal dollars are for public library services, including demonstration projects to communities without a public library, services to the state-supported institutional libraries, services to the blind and physically handicapped, public library construction, and resource sharing among different types of libraries. A complete list of libraries receiving the LSCA grants is included in the statistical section of this report.

In 1986, the State Library, with recommendations from the Governor's Advisory Council on Libraries, approved $25,985 in LSCA Title I funds to support, improve, and expand library services to residents of state-supported institutions.

These funds were used to update the reference collection, purchase books and other materials for residents use, and library equipment, including the introduction of new technology such as microcomputers.

The Advisory Council on Libraries recommended to the State Librarian eleven library grant proposals to public libraries or providers of public library services, a total of $82,121 in LSCA Title I, to expand public library services to areas unserved, for collection development, and planning. These grants will end during the second quarter of the new biennium.

LSCA Title III grants were awarded to eleven libraries for the development of resource sharing activities in North Dakota. A total of $72,387 in Title III funds will support the development of a periodical index of North Dakota magazines and serials, provide access to an electronic mail and interlibrary loan system, EASY-LINK, and provide support staff for resource sharing activities.

Public library construction grants were awarded to twelve libraries in 1986, totaling $145,278. These funds were for the purchase and renovation of buildings for library use, purchasing equipment, providing access to library facilities for the physically handicapped, and to improve the energy efficiency of existing buildings. The construction funds were available again in 1987, and six public libraries received a total of $154,365 to remodel existing library buildings, purchase furniture and equipment for new buildings, improve access to libraries, and energy efficiency.

CONTINUING EDUCATION PROGRAMS

The state of North Dakota, like many western states, does not have an accredited American Library Association degree program. The greater percentage of library personnel in North Dakota libraries are not professionally trained librarians and have no access to training programs other than those offered by the North Dakota State Library and the North Dakota Library Association. The State Library and the North Dakota Library Association cooperatively sponsor many training programs for the library community in North Dakota. During the biennium, fifty-five (55) such training programs were offered and attended by 1,072 individuals from all types of libraries, including trustees of public libraries. Training programs were conducted by State Library staff, staff from other North Dakota libraries, and by professionals from outside the state. Topics included automation in libraries, services to rural libraries, legislative documents, cataloging, reference services, stress management, services to the handicapped, personnel issues, and funding.

In August, 1986, the State Library surveyed librarians statewide on continuing education needs. The survey resulted in the development of a master training schedule which will be completed at the end of the current biennium. There is flexibility in the schedule to respond to current topics of interest to North Dakota librarians. The publication of CENET, the State Library's continuing education and conference calendar for librarians, was printed five times. This calendar provides the librarians and trustees the opportunity to schedule training programs for themselves and staff.

To facilitate training on microcomputer hardware and software, the State Library began acquisition of both demonstration copies of microcomputer software and computer assisted instruction software designed to train librarians in the use of specific programs. Acquisition of print materials in support of specific hardware and software continued, with both print and software materials available for loan from the State Library.

LIBRARY AUTOMATION IN NORTH DAKOTA (LAND)

In September, 1985, approval was received to conduct a statewide survey on the library automation needs of North Dakota's libraries. The study, entitled LIBRARY AUTOMATION IN NORTH DAKOTA (LAND), proposed a plan to improve access to information resources in North Dakota. Sixty-two libraries participated in the study with representation of school, public, academic, governmental, special, and health libraries. Public meetings were held in October, 1985 in Grand Forks, Bismarck, and Fargo, and the final report was issued in November. The LIBRARY AUTOMATION IN NORTH DAKOTA (LAND) STUDY proposed:

1. To coordinate library networking statewide, avoiding the development of a series of isolated, incompatible local library automated systems.
2. To merge the existing North Dakota database of 1.75 million library records to create a fast, efficient, and dynamic online Union Catalog of North Dakota holdings, by including collections from all types of libraries - public, school, academic, and special.
3. To provide instant access to any library's holdings and know its availability.
4. To adhere to national standards for machine-readable library catalog records.
5. To minimize capital outlay costs by utilizing existing computer hardware and telecommunications networks.
6. To maximize library participation by providing retrospective conversion of library holdings.
7. To network with existing systems.

At the conclusion of the study, statewide meetings were held with librarians around North Dakota to gather input, as well as clarification meetings with the Central Data Processing department. In addition to the statewide meetings, formal presentations were made to the North Dakota Office of Management and Budget, the academic vice-presidents of North Dakota colleges and universities, and to selected members of the Board of Higher Education and the Interim Study Committee on Computer Use. In May, 1986, a cost study was done for the Office of Management and Budget.

The economic condition of the State precluded the inclusion of the LAND pilot project in the 1987-1989 State Library biennium budget. However, work continued on the project, particularly in the Grand Forks and Bismarck areas. The Bismarck Area Cooperating Libraries, which include the State Library, Veterans Memorial Library, University of Mary, and Bismarck State College, continue to discuss ways of cooperating and developing a shared library automated system. Beginning in January, 1987, the State Library sponsored a series of day-long demonstrations of the major integrated online library systems, inviting librarians from around the state to participate.

STATE LIBRARY AUTOMATION

Several internal functions of the State Library were automated during this biennium using microcomputers. Major use of these computers was for developing and managing specialized mailing lists, wordprocessing, acquisitions, spreadsheeting, graphics, patron lists, inventory lists, scheduling, survey tabulations, statistics, continuing education registrations, and database searching.

The EASYLINK Electronic mail network continued to grow during this period. The network mailbox includes forty-two (42) libraries. EASYLINK provides a fast and

efficient transmittal of reference and interlibrary loan requests and communication. During 1985-1987, EASYLINK introduced a new service benefitting library patrons across the state. Originally called INFACT, and retitled INFOMASTER, this service provides over seven-hundred (700) databases online to EASYLINK libraries. INFOMASTER features online expert search help, beginner and experienced search modes, no charge for unsuccessful searches, and automation log-on to all the separate database services.

In addition to the developments on EASYLINK, the State Library arranged for libraries in North Dakota to take advantage of cooperative purchasing discounts from selected online vendors through the Metropolitan Public Library System in Minneapolis.

LEGISLATIVE DOCUMENTS AND ONLINE BILL STATUS

EASYLINK libraries have the ability to access the State of North Dakota's Online Bill Status via their microcomputers. During the 1985-1987 period, only the major reference nodes at the North Dakota State Library, UND Law Library, and NDSU Library provided this service online. During the 1987 legislative session, improved searching of bill and journal text additions, changes, and deletions greatly increased the value of the online service. The State Library provided backup service via an "800 WATS" telephone line for libraries needing research assistance during the session, and offered a workshop to librarians needing to understand the content and capabilities of Online Bill Status. Over forty-five libraries statewide participated in the State Library's joint program with the Legislative Council Library to distribute the legislative documents to local libraries.

SERVICES TO BLIND AND PHYSICALLY HANDICAPPED

Talking Book Program

The Talking Book Program continued its growth in patronage and circulation in the 1985-1987 biennium. Patronage grew from 1,537 to 1,996 in this period, an increase of thirty percent (30%). Although figures are not available for 1986, the National Library Service patronage statistics for the years 1982 through 1985 show an average annual increase of 1.9 percent. Circulation of Talking Books in North Dakota increased from 2,081 in 1985 to 3,610 in 1987, an increase of seventy-three percent (73%). Nationwide, the increase in circulation averaged 9.7 percent at National Library Services Regional Libraries. The large increase in circulation and patronage in North Dakota was the result of a vigorous public information and outreach program aimed at social service agencies, special education personnel, health agencies, the ministry, librarians, and the general public.

During the biennium a program of taping books by North Dakota authors or about North Dakota citizens, cities or history, was continued. Over twenty books of this nature were added to the books on tape collection of the Dakotas Regional Library in Pierre, South Dakota. A public information campaign via the Regional Library's newsletter and the Dakota Radio Information Service led to a high level of borrowing of these books by North Dakota patrons. Other material added to the collection during the biennium were the quarterly magazines NORTH DAKOTA HISTORY and PLAINSWOMAN and the monthly NORTH DAKOTA OUTDOORS.

The automation of the book selection process for patrons during the summer of 1986 has improved the speed and quality of service to North Dakota patrons of the Dakotas Regional Library for the Handicapped. Unfortunately, the system developed some problems in the winter and spring of 1986, which adversely affected service to North Dakota patrons. The problem has been isolated and is being

handled manually until the system is corrected, which is expected to take place in October, 1987.

Dakota Radio Information Service, Inc.

On July 1, 1985, the position of Service to Blind and Physically Handicapped Consultant was increased to full-time. The position now provides increased administrative support to the Dakota Radio Information Service (DRIS). The Dakota Radio Information Service, Inc. signal is carried on the microwave relay system of Prairie Public Broadcasting. It is heard over closed circuit FM-SCA receivers which are purchased by community groups in each reception area. These groups were organized to support the service in their area and to meet some of the ongoing administrative costs of DRIS.

In December, 1985, DRIS received a grant from the National Telecommunication and Information Administration and, through local community support, the DRIS signal was able to reach the Minot area. In early 1986, equipment was purchased to allow the station to automate the recording and playback of tape. This meant that newspapers could be read live in the afternoons, recorded during the live reading, then played back automatically hours later. Automation allows DRIS to leave the network, play the local tape and rejoin the national network, all with no staff involved. Patrons who were unable to listen to the local newspapers in the afternoon could hear them in the evening. The improvement in local service was funded with grants and donations.

Expansion of the service occurred again in April of 1987 with the assistance of yet another grant from the National Telecommunication and Information Administration. This grant provided for the expansion of DRIS to the Williston area. A third grant application was submitted to the National Telecommunication and Information Administration to expand the service to the Dickinson area. Announcement of grant award for this application will occur in October, 1987.

The long-range plans of the service are to expand statewide when a microwave relay system going east is available or if funds are available to use more expensive alternative methods of microwave relay. When a method of microwave relay is found, organizing efforts in Grand Forks and Fargo will be intensified.

GOVERNOR'S ADVISORY COUNCIL ON LIBRARIES

The Governor's Advisory Council on Libraries held quarterly meetings during the 1985-1987 biennium. The Council adopted by-laws and outlined its responsibility. Much activity occurred in establishing criteria and guidelines for federal Library Services and Construction Act competitive grants. The Council recommended LSCA Title II, public library construction grants for funding. In 1986, the U.S. Congress appropriated an increase in funds for the Library Services and Construction Act. This increase in federal LSCA funds provided the State Library the opportunity - for the first time - to make available federal funds for competitive demonstration grants to North Dakota's libraries. The Advisory Council reviewed many applications for projects and recommended a total of twenty-seven to be funded. These projects were for public library services, public library construction, and resource sharing among different types of libraries in North Dakota.

IDENTIFICATION OF TRENDS IN DIRECTION FOR THE NORTH DAKOTA STATE LIBRARY

Library automation has been identified by the library community in North Dakota as a priority. The State Library responded to this by coordinating the LIBRARY AUTOMATION IN NORTH DAKOTA (LAND) study. This study proposed the development, in phases, of a North Dakota library network to provide online access to the resources available in the state's libraries. The state's economic condition precluded inclusion of the proposal in the State Library's 1987-1989 biennium budget. Methods of funding and implementation will continue to be explored with the North Dakota library community.

In February, 1987, members of the North Dakota library community identified the need for a master plan for statewide library services. In the Spring, a list of potential librarians and users was developed and recommended to the Governor for the formation of a Governor's Library Planning Task Force. The Task Force, comprised of twelve members, was appointed by Governor Sinner in July, 1987, and was charged to develop a strategic plan for statewide library services in North Dakota. The Task Force is to review library services to the unserved, funding, provision of services, and to recommend any legislative changes. Work began in September, 1987, and a final report will be issued by July 1, 1988.

FUTURE TRENDS AND CONCERNS OF THE NORTH DAKOTA STATE LIBRARY

With the economic climate of declining state revenues and static or decreasing budgets, the North Dakota State Library has begun the process of examining its mission and role. The staff has identified the beginning steps in the development of an agency strategic plan for the next six years. Areas of major concern are: automation of State Library circulation, acquisitions and card catalog; services to state government; state government documents; services to the unserved areas of the state; and staffing. All programs and services now provided by the State Library are being reviewed. Services that are legislatively mandated have not been allocated the necessary resources - staff and funds - to support the mandate. The State Library has not increased the number of its staff since the 1977-1979 biennium. With increased demand for services, each function of the State Library must be evaluated to determine effectiveness and efficiency.

State Aid to Public Libraries was reduced eight percent (8%) for the 1987-1989 biennium. Twenty-eight (28) North Dakota counties do not tax themselves for public library services and five counties have no public library services whatsoever. Local and state governmental officials have an obligation to provide this service to North Dakota citizens. The public library is the only informational resource available to the out-of-school adult and the last resort source of many school-age children. The Department of Public Instruction estimates that eight percent (8%) of the adult population over the age of twenty-five are functionally illiterate. The public library in many communities is the only source for these individuals to acquire the skills needed to function in society.

The collection, cataloging, microfiching, indexing, and distribution of state government documents remains a high priority of the State Library. The State Library is legislatively mandated to collect and distribute these documents to other libraries in the state. With the assistance of the state Micrographics Office, over 3,000 state documents have been microfiched during the biennium. The State Library is now reviewing the document program to develop standards for obtain-

ing, microfiching, cataloging, indexing, and distributing them. A task force, comprised of State Library staff, representatives of the State Archives, and government document librarians in North Dakota, will be formed in November, 1987, to review the existing program and to provide a plan for improving the efficiency and quality of the program.

NORTH DAKOTA STATE LIBRARY

Department Status Report
Biennium 1985 - 1987

Account Description	Original Appropriation	Adjusted Amount	Biennium Expenditures	Balance
Salaries & Wages	$1,081,990	$1,044,459	$ 978,140	$ 66,318
Operating Expenses	599,997	599,997	598,957	1,039
Central Data Processing	10,000	10,000	10,000	-0-
Equipment	2,580	2,580	2,579	-0-
Grants	1,304,809	1,406,087	1,285,958	120,129
TOTAL	$2,999,376	$3,063,123	$2,875,634	$187,486
Revenues				
General Fund	$2,038,263	$1,956,732	$1,942,644	$ 14,085
Federal Funds	961,113	1,106,391	932,990	173,401
TOTAL	$2,999,376	$3,063,123	$2,875,634	$187,486

NORTH DAKOTA STATE LIBRARY

Expenditures: 7-1-85 to 6-30-87

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
SALARIES & WAGES (total)	$474,961	$503,179	$978,140
OPERATING EXPENSES			
Travel	17,542	5,356	22,898
Non-State Employee Travel	9,034	6,434	15,468
Communications	24,384	12,566	36,950
Blind & Physically Handicapped	82,500	82,500	165,000
Service Contracts	50,043	16,176	66,219
Printing	16,313	8,361	24,674
Books & Materials	90,850	17,572	108,422
Postage	23,150	18,492	41,642
Periodicals & Subscriptions	21,130	17,520	38,650
Supplies	12,050	8,170	20,220
Other Fees & Services	29,006	15,967	44,973
Equipment Rental	8,142	5,699	13,841
SUB TOTAL	$384,144	$214,813	$598,957
Central Data Processing	$ 4,855	$ 5,145	$ 10,000
Equipment	390	2,189	2,579
Institutional Grants	25,000	25,000	50,000
Public Library Grants	145,487	34,471	179,958
State Aid	550,000	506,000	1,056,000
GRAND TOTAL	$1,584,837	$1,290,797	$2,875,634

NORTH DAKOTA STATE LIBRARY

6200 - Business Office

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
SALARIES & WAGES	$72,630	$77,453	$150,083
Travel	871	496	1,367
Audit	2,172	-0-	2,172
Equipment Rental	2,351	2,411	4,762
Supplies	829	251	1,080
Printing	783	325	1,108
Other Fees & Services	1,414	257	1,671
TOTAL	$81,050	$81,193	$162,243

Program 6200 is the State Library's business office. It's primary functions include: The Library Services & Construction Act (LSCA) coordinator; writing the State Plan, the Annual Report, and handling federal grant monies; writing the State Biennial Budget; monitoring the budget and assisting public librarians with their local budgets; writing the agency's personnel plans and maintaining payroll and personnel files; compiling and publishing statewide library statistics; administering the general fund state aid grants; and other related business matters.

NORTH DAKOTA STATE LIBRARY

7100 - Library Services

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
SALARIES & WAGES	$301,915	$321,353	$623,268
OPERATING EXPENSES			
Non-State Employee Travel	2,403	1,675	4,078
Travel	15,487	3,326	18,813
Rental of Equipment	5,791	3,288	9,079
Communications	24,384	12,566	36,950
Service Contracts	46,843	12,976	59,819
Postage	23,150	18,492	41,642
Supplies	11,221	7,919	19,140
Printing	14,686	7,334	22,020
Books & Materials	82,509	9,508	92,017
Periodicals & Subscriptions	21,130	17,520	38,650
Other Operating Fees	22,970	11,629	34,599
SUB TOTAL (Operating)	$270,574	$106,233	$376,807
Central Data Processing	2,583	4,807	7,390
Equipment	356	2,223	2,579
GRAND TOTAL	$575,428	$434,616	$1,010,044

Program 7100 includes our interlibrary loan service, loaning of materials to the public; reference services; acquisition and book processing; and library coordination by the State Librarian of all statewide library services. This program serves public schools, especially through loan of filmstrips and materials to smaller schools who are unable to support their own collections.

NORTH DAKOTA STATE LIBRARY

7200 - Government Services

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
SALARIES & WAGES	$64,911	$68,785	$133,696
Books, Reference & Resource Materials	5,788	1,519	7,307
Service Contract	3,200	3,200	6,400
Printing	844	702	1,546
Central Data Processing	1,962	624	2,586
TOTAL	$76,705	$74,830	$151,535

Program 7200 provides specialized materials and reference and research services for state officials and employees. It collects, maintains, and distributes all state agency publications and is a census data center.

NORTH DAKOTA STATE LIBRARY

8200 - Advisory Council (ACOL) and Education & Research

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
ACOL Travel	$6,631	$4,759	$11,390
Continuing Education Opportunities	2,400	3,931	6,331
TOTAL	$9,031	$8,690	$17,721

Program 8200 includes our Governor's (appointed) Advisory Council on Libraries, which advises the State Librarian on grant awards using federal funds. Further education of public librarians and special workshops for librarians are covered by this program.

8300 - Blind & Physically Handicapped Library Service

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
Salaries & Wages	$ 28,185	$ 28,597	$ 56,782
Contract for Talking Book Service	82,550	82,650	165,200
Travel	1,184	1,534	2,718
TOTAL	$111,919	$112,781	$224,700

Program 8300 provides library service to persons who are blind and/or physically handicapped. This is done through placing a machine with the patron and loaning tapes and recorded books and materials through the mail as well as filling special requests by volunteers; sending out quarterly newsletters; and making popular magazines available. The Dakota Radio Information Service (DRIS), which began in 1984, provides a radio reading service for those patrons who cannot read a book or who are blind. It currently serves the Bismarck, Minot, and Williston areas.

NORTH DAKOTA STATE LIBRARY

8400 - Institutional Library Service

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
Salaries & Wages	$ 7,320	$ 6,991	$14,311
Books	2,553	6,545	9,098
Grants to Institutional Libraries	25,000	25,000	50,000
TOTAL	$34,873	$38,536	$73,409

Program 8400 provides library service to state institutions for salaries, materials, and equipment on a dollar-for-dollar matching basis. The State Penitentiary Library is run as a branch of the State Library. This makes books and materials available for students, inmates and teachers, and employees of various institutions.

8600 - State Aid to Public Libraries

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
Grants to Public Libraries	$550,000	$506,000	$1,056,000

Through Program 8600 grants are made to eligible public libraries in accordance with North Dakota Century Code 54-24.2 to supplement local tax efforts. This helps contribute to the quality of collections and services of various public libraries. A bill for these grants was initiated and ultimately passed through the grassroots efforts of public librarians.

8700 - Public Library Construction

	Fiscal Year 1986	Fiscal Year 1987	Biennial Total
Grants for Public Library Construction	$145,487	$34,471	$179,958

Library Services & Construction Act (LSCA) grants were awarded on a competitive 1:1 match to public libraries for the construction of a new library facility; for the remodeling of an existing facility; for energy conservation; for preparation for new technologies; and for handicapped accessibility. The following libraries were awarded grants during the biennium, although many projects had not started by June 30, 1987:

1986 LIBRARY SERVICES & CONSTRUCTION ACT TITLE II GRANTS

Bowman Public	$ 709	Sign, shelving, book drop
Carrington City Library	22,250	Purchase and renovate existing building for library use
Cavalier City Library	400	Remodel auditor's office for library use
Killdeer Public Library	1,850	Handicapped accessible sidewalk, attic insulation, new windows
Mayville Public Library	337	Energy efficient window shades
Mohall Public Library	7,500	Renovate office space in shopping mall for long-term library use
Minot Public Library	2,500	Two soundproof booths; remodeling reference desk for computer
New Rockford Public Library	1,506	Insulation and entryway
Bismarck Public Library	102,499	Remodeling existing library; addition to create a new facility
Walhalla Public Library	227	Room divider and shelving
Wahpeton Public Library	1,000	Convert storage area to kitchen facility
Lakota Public Library	4,500	Insulation, shelving, railing
	$145,278	

Original approval was on July 16, 1986. Changes were approved on November 13, 1986 by the State Librarian and the Advisory Council. All dollar amounts are matched equally by local monies except Bismarck Public Library. The $102,499 is matched by $3.3 million dollars of local money.

1986 LIBRARY SERVICES & CONSTRUCTION ACT TITLE I INSTITUTIONAL GRANTS

School for the Deaf	$ 5,500	Books, A-V materials, periodical subscriptions, equipment
School for the Blind	4,000	Equipment, books, Fees & Supplies
Jamestown State Hospital	5,500	Salaries, newspaper and magazine subscriptions, books, equipment
State Industrial School	3,000	Books, salaries, materials
Grafton State School	3,000	Equipment, educational supplies, A-V materials
San Haven State Hospital	4,000	Recreational supplies, educational supplies, periodicals
	$25,000	

1987 LIBRARY SERVICES & CONSTRUCTION ACT TITLE I GRANTS

Institutional Grants:

State Industrial School	$ 4,000	Materials and equipment: competency based vocational education
School for the Deaf	5,000	Printed and non-printed materials
Jamestown State Hospital	8,000	Patient Library materials
School for the Blind	5,985	Patient career development materials
Grafton State Hospital	3,000	A-V materials and equipment
	$25,985	

Library Development Grants:

Bowbells	16,074	Demonstration of service from Ward County
Mandan Public/Morton County Libraries	4,492	Economic development information
Minot Public Library	3,792	Beginning collection for adult new readers
Dickinson Public Library	13,177	Library service for Billings County adults
Dakota Radio Information Service	10,000	Support for Dakota Radio Information Service
Harvey Public Library	12,500	Materials and services for special clientele
Grand Forks Public Library	5,000	Toy library for children with special needs
West Dakota Public Library, Carson	5,000	Purchase of materials and supplies
Public Library Planning Committee	5,240	Funding for continued meetings
Griggs County Library	3,423	Computer usage project
Cavalier County Library	3,423	Services in a rural area (computer)
	$82,121	

1987 LIBRARY SERVICES & CONSTRUCTION ACT TITLE II GRANTS

Gackle Public Library	$ 2,400	Remodeling for energy efficiency
Enderlin Municipal Library	40,632	Construction of a new facility
Cavalier County Library	49,085	Construction of a new facility
Underwood Public Library	9,248	Remodeling of an existing facility
Casselton Public Library	24,000	Remodeling of an existing facility
Minot Public Library	29,000	Addition of mezzanine
	$154,365	

1987 LIBRARY SERVICES & CONSTRUCTION ACT TITLE III GRANTS

Harley French Medical Library, UND	$ 9,946	Medinfo
North Dakota Library Association	9,000	North Dakota Periodical Index
North Dakota State Library	1,170	Support for Continuing Education Program
OCLC Library Directors/NDSL	10,000	Additional MINITEX funding
North Dakota State Library	24,330	Support for Library Services & Construction Act consulting
NE Interlibrary Cooperation Council	826	Workshop on Services for People with Special Needs
Heart of America Library, Rugby	3,423	Development of Services (computer)
Ward County Library	3,423	Purchase of a computer system
Turtle Lake Public Library	3,423	Purchase of a computer system
Cavalier City Library	3,423	Purchase of a computer system
Underwood Public Library	3,423	Purchase of a computer system
	$72,387	

STATE LIBRARY COLLECTION

	Added		Withdrawn		Total Collection 6-30-87
	Fiscal 1986	Fiscal 1987	Fiscal 1986	Fiscal 1987	
Adult Information Books	5,205	2,197	672	1,043	94,886
Adult Fiction Books	409	518	-0-	51	11,148
Juvenile Fiction Books	46	-0-	-0-	40	2,404
State Documents Classified	66	-0-	-0-	-0-	66
Microfiche Cards	24	2,334	-0-	-0-	8,936
Microfilm	37	27	-0-	-0-	2,005
Audio Cassettes	80	12	277	153	14,024
Video Cassettes	1	1	7	35	434
8mm Films	-0-	-0-	9	23	1,150
Filmstrips	167	2	34	32	3,259
Slides	12	-0-	-0-	-0-	48
16mm Films	-0-	-0-	-0-	-0-	40
Pamphlets & Clippings	1,641	500	392	1,566	19,546
State Documents	1,791	1,633	-0-	-0-	28,422
Phono Tapes	-0-	-0-	-0-	-0-	8
Governmental Affairs	-0-	-0-	-0-	-0-	1,741
TOTAL	9,479	7,224	1,391	2,943	$188,117

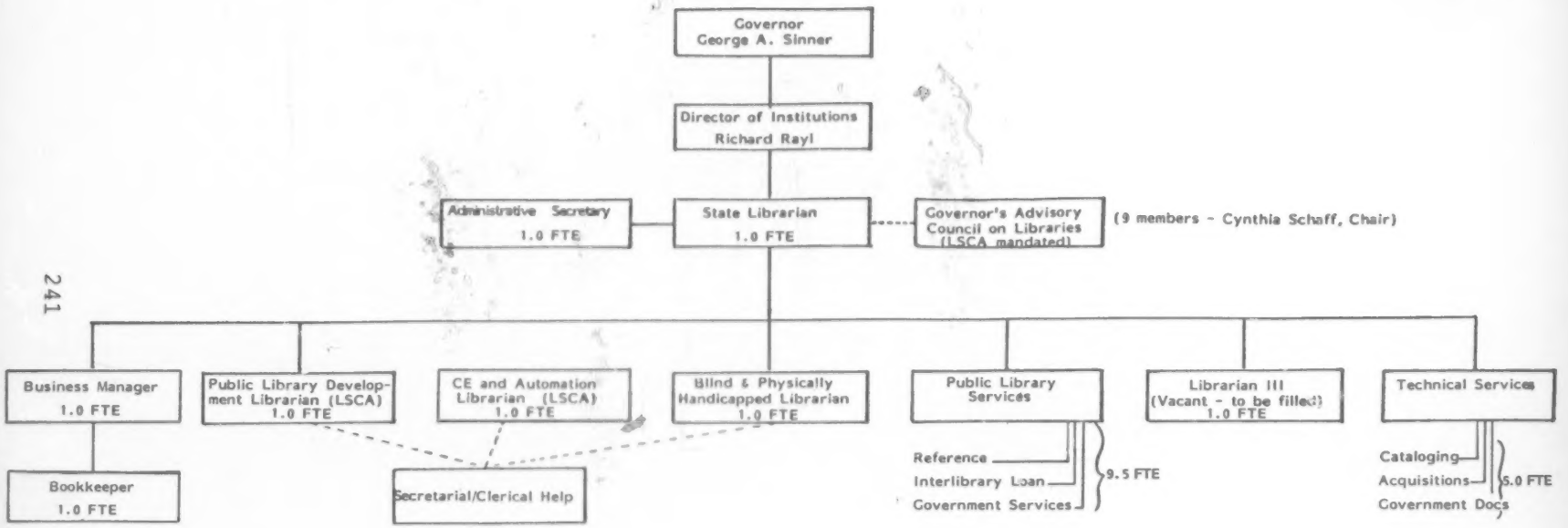
LOAN OF STATE LIBRARY MATERIALS

Table I

	1987	1986	1985
Books	44,269	56,473	54,655
Audio Cassette Tapes	16,008	16,366	22,142
Films/Filmstrips	20,967	20,286	15,218
Other A/V Materials	4,528	4,273	5,797
Printed Materials/ Articles Photocopied	28,650	15,520	13,487
	114,522	112,918	111,299

Table II

Individuals	61,201	57,524	55,891
School Libraries	28,649	34,419	32,955
Public Libraries	17,439	15,396	15,374
Academic/Special Libraries	2,413	2,461	2,809
State Departments and Institutions	4,820	3,118	4,270
	114,522	112,918	111,299



North Dakota State Library

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